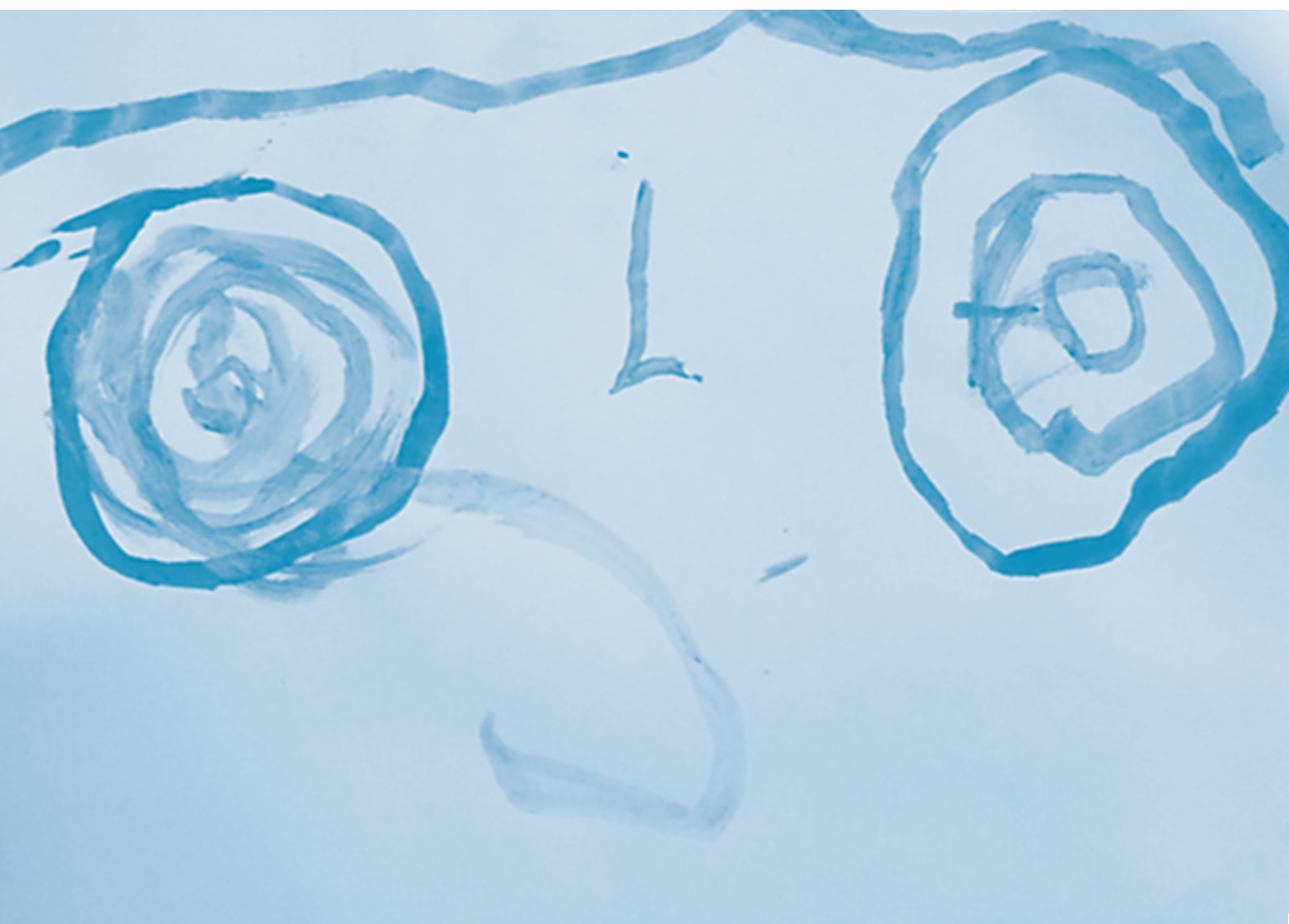


Academic writing and dialogue:
Reflections on the
work of Janne Tienari



Susan Meriläinen & Eero Vaara

ACADEMIC WRITING AND DIALOGUE:
REFLECTIONS ON THE WORK OF JANNE TIENARI

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INTRODUCTION

Susan Meriläinen and Eero Vaara

This volume is written to celebrate Janne Tienari's research career and his 50th birthday. Compiling a volume like this is a venerable academic tradition, and Janne, if anyone, deserves the honor. We have tried to bring the tradition into today's world. We have not emphasized the theoretical, empirical or methodological contributions per se, but have sought instead to provide snapshots of what Janne is like as a scholar and how he conducts research and writes. This allows us to dig into processes and practices of academic work that warrant attention in their own right. Academic work is a privilege, at its best full of the joy of discovery and learning and filled with a sense of relevance and purpose. However, it is not easy. The critically oriented management and organization research for which Janne is known is characterized by constant struggles and issues regarding identity and politics. We hope that this volume captures some of these features.

In compiling this volume, we as editors had it easy. This is because so many people were immediately willing to contribute. This tells something about Janne as a colleague, coauthor, supervisor, and friend. Since we wanted to keep this project a secret, we may not have been able to reach everyone who would have wanted to contribute. Nevertheless, what we now have in our hands is an impressive collection of snapshots of academic work with the focus on Janne. We are especially happy that the various contributions reflect pluralism in genre and style. This is rare in academic work, which usually follows more conventional forms.

The volume consists of five parts. The first part 'The Virtues and Vices of Janne Tienari' sheds new light on his character. The list of adjectives describing his personality is rich in nuance – he has been described as brave, masculine, quiet, serious, neo-narcissistic, and altruistic. Janne's credibility and trustworthiness as a male gender scholar are scrutinized in the second part of the volume. The contributions aptly illustrate the confusion that Janne's appearance – he's a fairly sizable guy – and the idea of a man in feminism arouses, especially among his female peers. In the third part, the focus is on Janne's research profile. The analyses of Janne as a young scholar and as an established academic as well as a co-author and master of different writing styles are fascinating and reveal new aspects of his career. As the title 'Janne's Doctrines and Everyday Practices of Management and Leadership' accurately describes, the fourth part of the volume concentrates on investigating whether Janne – an authority on management and leadership issues – conducts his professional life in accordance with the principles he

teaches. The contributions in the last part of the volume have been written by authors who have gained inspiration for their texts from Janne's work and/or words. A wide range of issues are covered, starting with how to boost the quality of research through a combination of internal and external understandings and viewpoints and ending with a question about how a nation can be coached to success.

Finally, in addition to the contributors and many others with us in spirit, we want to thank four persons: Charlotta Björk for playing a crucial role in editing the volume with us, David Miller for doing a great job with the language revision, Tuija Keronen for helping us to coordinate this effort without letting Janne know, and Nelli, whose artistic talent appears on the cover page.

1 VIRTUES AND VICES OF JANNE TIENARI

1.1 CULTIVATING GOODNESS

By Pasi Ahonen

“You should work with good people”, Janne said one day, a few years ago. He and Mrinalini, my partner in life and scholarship, were discussing the pleasures and difficulties of scholarly life. Such discussions have a habit of focusing on the latter, the difficulties—on how difficult it is to do our work is (or what we think it should be), how the very institution where we are supposed to do our work is in ruins (to borrow a metaphor from Bill Readings), how difficult it is to pursue long-term goals under conditions of precarity and short-termist performance management. That day, however, we were not pondering the obstacles themselves, but ways of going forward despite them. Both of us, Mrinalini and I, first heard Janne’s words as practical advice, as a suggestion to seek capable people to help and to guide and to work with. This, of course, would be good advice; it would be good, beneficial, to work with people who are good, capable.

“No, no”, Janne interjected, “I mean *good* people”. Janne was talking about ethics, not of outcomes, of orientation, not of outputs, of ways of being, not of objectives. He was not talking about academic work, he was talking about how to live a scholarly life.

In today’s academia, thinking about living a scholarly life has little official value. Academics, in the current configuration of the world of academic life, are tertiary level educators, productive knowledge workers and efficient managers of people and knowledge. They do those things under ever increasing levels of uncertainty and management metrics that seem to discourage intellectual risk-taking as well as critique, the ingredients that new knowledges are made of. The pursuit of scholarship does not seem to be on the agenda. Research plans, a managerial technique in themselves, have been reduced to lists of measurable outputs, because measurable outputs are what we, academic knowledge workers, are supposed to produce as our value.

Yet, many of us, still, are in academia because of our interest in scholarship, of producing new knowledge for the public good, and because of our hope and desire to have a scholarly life in the process. How sensible or even possible all this is, is a question that we will have to leave aside for now. Suffice it to say that if Lazzarato and McRobbie, for example, are anything to go by, the pursuit of scholarly life is precarious but not futile.

It was scholarly life we were discussing that day, years ago. Such discussions were relatively rare. Janne was my doctoral supervisor at the time and we focused mostly on more practical matters, on questions of research, on writing, on timetables. The doctoral thesis did eventually get done, under duress, but also with tremendous support from great many people. New projects are now underway. Throughout my travels in time and space, travels that have taken me twice across the Atlantic and eventually landed me on the east coast of England, I have continued my pursuit of scholarly life. The pursuit has had all the purpose and importance of Don Quixote's quest attached to it, but on a good day it sometimes seems that life might be *becoming*.

One of the key signposts on this journey has been Janne's dictum of the importance of working with *good* people. But what does it mean? As I have come to think and live it, the dictum, as an ethical principle is not one of consequences; it is not about the effects of your doing, not directly. Good things may well follow from working with people who are *good*, but that is not what drives the action, what gives it integrity, cohesion. It was not about rules or prescriptions, either. It was not about doing your work in accordance with a moral code, or about others following your code. The fact that we as academics follow a set of ethical rules is a given, it is a necessary for being good at what we do. But, it is not sufficient for being *good*, as a scholar. More in keeping with virtue ethics, Janne's advice is about finding and working with people who are people of wisdom, honesty and integrity that go "all the way". These are people who do not only act in a certain way but *are* that certain way.

How do we differentiate between people who act in a certain way and who are that certain way? In *The Use of Pleasure*, Foucault makes the separation by referring to agents on the one hand and ethical subjects on the other. Agents behave and operate in accordance with guidelines and rules, and in order to exist, agents need (only) a code of conduct. Ethical subjects are products of a particular kind of cultivation, of conducting themselves morally. It is here that we might find Janne's *good* people, ethical subjects who have conducted and conduct themselves in a particular way, who practice arts of existence where they "not only seek to transform themselves, to change themselves in their singular being, and to make their life into an *oeuvre* that carries certain aesthetic values and meets certain stylistic criteria" (pp. 10-11).

The difficulty and pleasure with Foucault is that his thought does not really allow you to set up categories; he is a poor taxonomist. Aiming to separate people who have cultivated their life into an *oeuvre* from those who have not is doomed to fail. What Foucault is pointing towards is not how to identify the shape and form of the subjectivities of others but how selves are cultivated. The difference between agents who merely do and ethical subjects who are is

aesthetics, cultivation of a particular kind. The difference is the exercise of freedom within the constraints of the conditions of possibility.

The cultivation of the scholarly subject certainly fits the mode of subjectivation Foucault is referring to. The subjectivity of a scholar, fully formed, is however a rarefied thing, and riddled with questions, contestation and copious amounts of self-doubt. Thinking of yourself, especially, as a scholar, seems pretentious, or just plainly incorrect. “Scholar” comes with big shoes that need filling. It may be better to think of the subjectivity of a scholar as becoming, as always-in-process and never complete. It may well be, in fact, that when someone applies that moniker to themselves, at least without humility, they cease to be one. We might well be in the realm of a Gramscian politics of articulation where there is, and there is no need for, an authentic subject at the centre. The main aims are achieved through the articulation and the work towards the realization of that articulation.

It is not, however, the subject of the scholar that we need to concern ourselves with. Aiming to live a scholarly life does not require the scholar as subject. As we know, Foucault, too, was rather unwilling to put the subject at the centre of his thought. Subjects, the kinds of subjects that scholars are, are made through subjectivation, with particular techniques of the self. It is not the self, however, that is at the centre of this process of ethical cultivation. What are at the centre are relationships. The ethics, and the aesthetics, of transforming one’s life into an *oeuvre*, the pursuit of scholarly life, is then a relational pursuit. The ethics of this pursuit are relational ethics and the becoming subject, the one aiming to live a scholarly life is a product, in part, of those relational ethics.

It is here that we come back to Janne’s dictum. Although there may not be an authentic subject to it, either—we are in the realm of politics of articulation again—what is important is not the subject, the people, but the ethical relationship between them, between you and the others in the pursuit of scholarly life, the *goodness*. Working with Janne and following his advice has for me, and I dare to assume also for many others, been a process of cultivation of goodness, of ethical-political practice of aiming to live a scholarly life. This is why you should work with good people.

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1.2 THE BRAVE KING OF RESEARCHLAND

By Pikka-Maaria Laine



Once upon a time there was a brave King in the far away kingdom of Researchland. The King sat in his chamber behind huge piles of articles and material that had been collected for his research. He was supposed to make wise, far-sighted, and fair decisions based on the material.

Researchland was facing severe challenges. The mean Wizard of neighboring Wizardland had continued to conquer other countries, and now it seemed that he also wanted to bring Researchland under his rule. The Wizard had enchanted people into complying with the strict rules of doing

research in Wizardland. He demanded that research focus entirely on enhancing his governance. Studies either reinforced the norms of Wizardland or identified factors that encourage compliance with the rules. All rebels were sent to prison. Women, in turn, were supposed to take care of the home. As they did not have time to perform like men, they were not given access to the Wizard's inner circle. The inner circle was busy living up to expectations, and was subsequently rewarded for so doing. Hence, research in Wizardland was not just a consequence of strict focus but a condition for it.

Meanwhile, the King of Researchland had always scrutinized marginal issues – those that were strictly banned from the neighboring country of Wizardland. Encouraged by his example, the citizens of Researchland were used to generating mysteries out of various societal phenomena. Their research did not comply with the efficiency logic of the assembly line. Instead, it inspired the citizens and enabled them to be creative in raising questions about life in Researchland and beyond. Novel and eclectic approaches were used in generating solutions. Various debates were held and further inquiries were generated. And there was only one rule to comply with: lunch had to be at 11 am.

One day after lunch an intense rhythm of tapping echoes through the corridors as the King writes to his citizens to invite them to participate in a strategy workshop in Researchland. The workshop will take place by the beautiful Lake Saimaa close to the Queen's childhood landscape. The lake sparkles in the sun and the leaves of the birch trees filter the dancing sunbeams onto the ground. A strategy consultant helps with the choreography of the strategy work. People gather in small groups, and then vanish into the woods, to nearby rocks, or to piers jutting out into the lake. One group takes a boat out. When they return they share their ideas on what inspires them about research and how research could be supported within the community. The affective sensations evoked by nature and their fellow scholars enable them to create new ideas for co-operation that enable them to write research that is meaningful to themselves, to Researchland, and beyond.

While the King and the citizens of Researchland are away, the Wizard and his troops attack Researchland. They are unaware that the citizens of Researchland are away as they creep quietly from door to door spreading a powder that paralyzes free will. Finally, the intruders reach the chamber of the King and sneak in. They bump into a pile of research material. It starts to sway against other piles and soon all the huge stacks of paper are rocking back and forth. The Wizard and his troops try to escape from this jungle of falling research papers, but they are not fast enough. They soon find themselves trapped under all the research.

When the sun sets, the King and the citizens of Researchland happily return home. The King takes the little Princess to her Princess bed and lulls her to sleep by telling her the story of Goldilocks and the Three Bears. Happy voices drift in from the courtyard where people have gathered to celebrate the great ideas that were generated today. The King goes to his chamber to fetch a couple of bottles of wine. To his surprise, he finds the floor covered with research papers. When he starts to clear up the papers he finds the Wizard and his gang reading the research intensively. It has opened their eyes by questioning taken-for-granted practices and broken the charm that had kept their research in chains. The King gives a contented laugh, leaves them to continue their reading, takes the wine, and joins the company of the Queen and the rest of the gang in the courtyard. – And they all live happily ever after.

1.3 BEING MASCULINE, BEING FINNISH: JANNE THE MAN, JANNE SUOMALAINEN MIES

By Scott Taylor & Emma Bell



Figure 1 © Reproduced by kind permission: Box 'o' privilege, First Dog on the Moon for The Guardian - <https://firstdogonthemoon.com.au/>

Janne, Professor Tienari, is a man, a Finnish man who lives and works in Finland and often travels to work in other countries. In this short reflection we explore these aspects of Janne's identity by thinking about his working practices and his masculinity (as experienced by us) in the context of the national cultural context of Finland (as we understand it). In doing this we engage with some of Janne's published academic writing which refers to these things – sometimes explicitly, sometimes implicitly. We also connect with a few things Janne has said or done, as a man, as a Finnish man, in Finland and outside of Finland, which we have found memorable.

MEETING JANNE

Scott had read some of Janne's work before meeting him. For him, Janne's writing provided a model, of sorts, of reflective writing about being a man who, like Scott, is a business and management academic. Although our academic community can sometimes feel small, it's easy not to meet people (especially if you don't really like the social events that take place at conferences – the idea of dancing with colleagues in the evening who may be asking very difficult questions about your paper presentation the next morning doesn't quite make sense to us – not that we imagine Janne dancing at conferences, but you never know). Our first meeting was arranged to talk about our co-authored paper which had recently been rejected by the editor of a journal who had acceded to the demands of a senior reviewer who didn't like it, after 18 months and 3 rounds of review. We thought that Janne might like the paper (which was about organizational death), and hoped he could advise on whether Scandinavian Journal of Management might be interested in it. He told us he did like it, right at the start of the conversation. It may have been the first thing he said, after 'nice to meet you'. Scott remembers smiling, because Janne's judgement of the paper meant a lot, and then looking at his face – it was very serious. 'I have to learn that', Scott thought, 'it's a very good serious-working face'. The conversation didn't last long – everyone was busy because it was a conference. But it provided a foundation for future collaboration.

Through this, we've learned that Janne tries to take being a man seriously, in practice as well as in theory. In our view, there are not so many men within our professional community who are as thoughtful about these aspects of their identity. However, we suspect that perhaps he takes being a Finn less seriously. Scott gained this impression partly from something Janne wrote in an email relating to a book chapter that we were working on together:

The conference in 2000, my first SCOS, was held in a fancy hotel in downtown Athens, but for welcome drinks we strolled down to the University

of Sunderland Athens “campus” – well, a flat where courses and programs were provided for the grateful Greeks. I thought this was hilarious, like a surreal movie from imperialist times. University of Sunderland, in Athens... Back at the hotel, I found that it was very hard for me to mix in, and I ended up hanging around with some other outsiders. Played the Finn, got pissed, had a laugh. Kind of macho thing, I guess, but without aspirations to become in-group. ...Well, so much for SCOS.

What strikes us most about this story are the two phrases: ‘played the Finn’ and ‘kind of macho... but without aspirations to become in-group’.

MEETING FINLAND THROUGH JANNE: ‘NIIN, ONKO HELSINGISSÄ SIIS PAAVO NURMEN PATSAS?’

Scott has only been to Finland once, to an EGOS conference in Helsinki that Janne helped organize. Emma has been to two EGOS conferences in Helsinki (the first one as a very new lecturer and the second as a professor). Recently, in December she also went to the University of Lappeenranta, travelling from Helsinki by train, with Janne, Pasi Ahonen, and Pasi’s partner, mother and friend, as the ‘opponent’ in Pasi’s PhD examination. In contrast to the conferences, this last visit felt like a genuine glimpse of Finland, the sleet, snow and darkness, eating cake, fish and reindeer soup, the serious, family-centred celebration, being near the Russian border.

Finland is a place with a strong reputation. When Scott mentions to his father that he or Emma is going to Finland, or that either of them is working with someone Finnish, his father asks: ‘So is there a statue of Paavo Nurmi in Helsinki then?’ Scott always says he doesn’t know, but he’s sure there must be. He feels he must be a continuous disappointment to his father for not finding out, and for not providing a photo of himself standing in front of the statue (if there is one) For Scott’s father, Finland means Paavo Nurmi, generally thought of as a stereotypically Finnish man: stubborn, taciturn, and sarcastic, according to biographers. Scott’s father’s does not seem particularly interested to know much more about Finland, including where it is. Although Scott has a reasonable sense of where Finland is it always surprises him when he looks at the map and sees just how far north, how geographically separate from the rest of Europe, it is. Paavo Nurmi doesn’t mean much to Scott though – for him, Finland means Janne. Scott doesn’t know, and can’t decide, if Janne really is playing the Finn, ‘esittää tosisuomalaista’. If he is, it’s a good impersonation of what he expects a Finn to be like: quiet, as if loudness is a kind of pollution, thoughtful, carefully spoken as if words are valuable, gentle, and above all serious. If it’s all a ‘play’, it’s a good one from where he sits. He hopes Janne enjoys it as much as he does/Jos se kaikki on näytelmää, sitä on hauska seurata minun paikaltani. Toivon, että Janne nauttii siitä yhtä paljon kuin minä.

ON SEEING MASCULINITY THROUGH JANNE: CAN HE BE 'KIND OF MACHO'?

The second aspect of Janne's work and self, inseparable as they are, to which his email refers is the idea of being 'kind of macho', yet resisting co-optation into groups based on masculinity. Is this even possible, we wonder? Being 'kind of macho' suggests an ambiguity, as if it were a cloak that can be taken on and off; perhaps the phrase also suggests the discomfort of someone uncomfortable playing this role.

'Macho' refers to a person who is masculine and vigorous. Janne is a big man, who takes up physical space - at least he seems that way to us. To exercise, Janne tells us he likes to run, like Paavo Nurmi. Maybe it's a Finnish thing. We imagine Janne running, a big man running through the streets and parks of Helsinki. He is vigorous in his work too, a hard worker. But Janne seems to try not to take up too much space in intellectual discussion; he appears to try not to assert himself in that sense too much, especially with women. This has made Scott reflect upon the social and physical facticity of (his) masculinity, and its performance, especially in workplaces, including his own. These reflections have also been provoked by reading Janne's work, especially the brave collaborative work with Alexander Styhre. This has also happened during academic events, conferences and workshops, when he's seen Janne behave with sensitivity, courtesy, dignity, and (yes) vigorousness, in his masculinity.

Does this mean that Janne is a 'kind of' feminist? Can a big, 50-year old Finnish man also be a feminist? Janne thinks so, and the late Alan Rickman agrees: 'there is nothing wrong with a man being a feminist... it is to our mutual advantage'. We hope that Janne's answer will always be yes.

1.4 AKATEEMINEN URHO

By Anu Valtonen

Ja siinä kirjoittaa Janne. Hänen sormensa hyppivät näppäimistöllä, alati kiihtyvään tahtiin. Ai ai, nyt tulee pieni tauko, onkohan sana kadoksissa vai ajatus, mutta ei hätää, ei hätää, nyt taas tahti jatkuu entiseen malliin. Koko keho jännittyy, katse suuntautuu yhä tiukemmin ruutuun, otsa kurtistuu ja Janne saa selvästi uuden innon päälle, löytää vielä yhden lisävaihteen. Katsokaa, katsokaa tuota sormien leikkiä, siinä on sitä kirjoittamisen riemua. Tekstiä tulee, tekstiä tulee! Ja millaista tekstiä! Aina yhtä hyvää, tasaisen varmasti. Ja piste ja enter ja siiiiiinä se on: valmis artikkeli submittavaksi!

Tämä kuvaus on ensimmäisen haaveammattini genren mukainen: viisivuotiaana halusin ehdottomasti Anssi Kukkoseksi. En tiennyt mitään ihanampaa kuin urheiluselostajan työ. Urheilu, atleetisuus ja kehollisuus ovat nyttemmin yhdistyneet tutkimuksissa, joita olemme Jannen kanssa tehneet. Jos yrityselämän ja urheilun diskursseissa ja käytännöissä on paljonkin yhtymäpintaa – liittyhän molempiin voitontahto, kilpailu, huippusaavutuksien ihannoiminen, tuloksellisuus ja jatkuva harjoittelu – niin niitä löytyy myös tämän päivän akateemisesta kentästä. Meidät osallistetaan, halusimme tai emme, osaksi akateemista tulosurheilua: tuotokset mitataan, pisteytetään ja palkitaan. Akateemiset atleetikot palkitaan maineella ja rahalla. Kun kilpailu on kovaa, erimuotoiset dopingitkaan eivät ole vieraita.

Urheilun ja älyllisen ponnistelun välillä on pidempikin kulttuurihistoria. Jo muinaiset kreikkalaiset harjoittivat sekä tieto-taitoja että ruumista paikassa nimeltä 'gymnasion'. Tähän termiin palautuu lukioon viittaava sana monissa eurooppalaisissa kielissä. Jatketaanpa sanasemantiikkaa. 'Sport' sana pohjautuu latinan verbiin 'disportare' eli viedä erilleen. Se viittasi sellaiseen vapaa-ajan toimintaan, joka vei erilleen työasioista. Suomenkielen verbillä 'urheilla' on puolestaan erilaiset juuret. Se on alun perin tarkoittanut 'olla uhkarohkea', 'antautua vaaraan' ja 'koetella rajojaan'. On esimerkiksi voitu sanoa syysjähin pudonneille pikkupojille, että 'mitäs menitte urheileen!'. Samaa kantaa ovat rohkeaa ja voimakasta miestä tarkoittavat sanat 'urho' ja 'urhea'. Sittemmin 'urheilu' on vakiintunut merkitsemään samaa kuin englannin 'sport' ja 'athletics'.

Mielen ja kehon erottavan vahvan ja niin sitkeän ajattelumallin vuoksi akateeminen työ mielletään usein aivojen työksi. Sitä se ei tietenkään yksinomaan ole. Elisabeth Grosz ja monet muut, jotka ovat osallistuneet dikotomioiden purkamiseen, tarjoavat käsitteitä ja lähestymistapoja, joiden avulla tulee mahdolliseksi ajatella mielen ja kehon yhteenkietoutumista. Tämä yhteenkietoutuminen on arjen akateemisessa työssä konkreettisesti

koettavissa: kun vaikkapa kirjoittaa päivän, ja ehkä yönkin, siihen osallistuu koko keho - varpaat, pohkeet, takalisto, selkä, hartiat, ranteet, sormet - mukaanlukien koko hienosyinen sisäelin, verenkierto- ja hermostojärjestelmämme. Aivot ovat vain yksi pieni elin, jolle olemme tulleet antaneeksi ehkä enemmän valtaa kuin ne ansaitisivat. Ne ovat voittaneet kehosta käytävän kilpailun.

Jos akateeminen atletismi onkin tulosurheilua, niin lopputulos voi olla, ja parhaimmillaan, on myös kaunis. Urheilu ja estetiikka ovat kautta aikojen liittyneet yhteen. On ihailtu urheilijoiden kauniita vartaloita, kaunista yhteispeliä joukkuelajeissa, kauniita liikkeitä ja liikesarjoja – kunkin lajin oman esteettisen koodiston mukaisesti. Akateemisella kentällä kauneus kohdistuu tekstiin, kirjoitukseen, onhan se tämän lajin keskeisin ja näkyvin lopputuotos. On suuri ilo lukea sellaista tekstiä, jossa on huolella valittuja ja kauniiseen järjestykseen asetettuja sanoja, jotka soljuvat taidokkaasti kuin rytmisen kilpavoimistelijan nauha. Sellaiset tekstit saavat aikaan virkistävän ihailun olotilan (miten joku osaa!) tai mukavasti ravistavan olon, joka syntyy siitä, kun omat ajattelumallit sana sanalta murtuvat.

Minulla on ilo tuntea sellaisten tekstien kirjoittaja – Janne – ja on ollut ilo toimia hänen kanssaan yhteiskirjoittajana. Kun itse alkaa olla jo väsähtänyt tekstin kanssa, niin Janne jaksaa-jaksaa, hioa ja hioa, miettii vielä osuvampia ilmauksia, laittaa lauseita vielä loogisempaan järjestykseen, pohtii viitteitä vielä kerran, ajatella vielä parempaa aloitusta ja lopetusta tekstille, kokeilla erilaisia otsikoita – tehden tinkimätöntä työtä, kunnon akateemisen atleetin tavoin.

Jannen tekstien sisällöt, siis tutkimusvalinnat, puolestaan heijastavat atleetikon suomalaisen vastineen, urhon, merkityssisällöllisiä piirteitä. Ne ovat uskaliaita ja rohkeita. Ne pikemmin kokeilevat akateemisen kentän rajoja kuin seuraavat valtavirtaa. Teksteissä urheillaan joskus pettävällä jäällä, putoamatta. Kun on uskallusta ja taitoa tehdä omannäköistä, rohkeaa tutkimusta tulee myös luoneeksi kentälle uusia pelisääntöjä. Akateeminen urho, *par excellence*.

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1.5 THE PROGRESSIVE PERSONALITY: THE STRANGE CASE OF JANNE T.

By Antti Ainamo

There is a bit of the narcissist in any healthy human being. Among all the people whom I know, and I know a lot of people and have met even more, the strange case of Janne T. is certainly one that offers food for thought on this subject. His strange case is both a most informative one in this respect and a potent medium for explicating the possibilities and constraints of a career and character that may be conflated into what I call a “progressive neo-narcissist”: that is, a human being who is interested in and uses new or modern ideas in efforts to understand not only himself but also others. Calling someone a neo-narcissist of course requires clarification of who is a narcissist, on the one hand, and of what the “neo” or newer version represented by Janne T. would appear to be, on the other.

THE NEO-NARCISSIST AS A NEW AND MUCH IMPROVED VERSION OF NARCISSIM

Narcissism theory in the field of psychology is a well-established body of thought and research. The dominant understanding has been that narcissism is a psychological disorder characterized by self-inflation. Narcissism, even the potential for it, takes the form of highly developed self-esteem and a clearly deficient concern for others.

In stark contrast, the case of Janne T. departs substantially from this kind of narcissism. While having a rightful appreciation of his high self-worth, and having a predominantly positive image of self as mirrored through others, he also knows how to deflate his self when needed and to make others feel positive, confident, and capable. In his mind he has a theory of how to make life better, faster and more effective, but not for his pleasure alone. Others are without doubt more than instruments at his disposal, and others think of him likewise. Janne T. is thus representative of a progressive personality with a positive self-regard.

Hardly ever has Janne T. superseded the limits of what is appropriate. His healthy and unconventional form of other-centeredness and high regard for others are how he has offered a constructive offense to compensate for any feelings of impotence and failure that these others otherwise may have, so as to secure the success of the collective and to trigger and sustain the superior performance of everyone in the collective in relation to goals. Validation from

him involves a pro-active stance that wipes out all sense of shame, failings or unworthiness that anyone may have.

"DATA" AND METHODOLOGY IN PURSUIT OF WHAT MAY BE INTERESTING

My publications with Janne T. include Ainamo, Tienari & Vaara (2006), Ainamo & Tienari (2002, 2003), and Tienari (1997). The research processes leading to these publications were not deterministic manifestations of our distributed powers of computing, but emergent and dynamic phenomena, as is often the case in social research. We worked together to develop a management consulting course at the Helsinki School of Economics and Business Administration that was awarded a prize for being the best course in any business school in Finland. During and after the above and other encounters involving us, I jotted down notes that I regularly find on the rare occasions when I clean my office. The "data" for this article also include memories of various after-office-hours discussions, collected mostly before, rather than after, Janne began to super-fuse his life and academic career.

In a spirit of "thrownness" into a quest for new knowledge, the career of Janne T. is below elaborated to exhibit neo-narcissism as a super-fusion of two trajectories, the first of which feeds into the second, which consequently digests the first: (1) transformation of a pre-academic and early-academic spirit of "first among equals" in sport to feed an academic-career rise; and (2) self-domestication and personal growth to maturity.

TRANSLATION OF A SPIRIT OF "FIRST-AMONG-EQUALS" FROM SPORT INTO RESEARCH

Janne T. and I also share in having had Risto Tainio as our supervisor, who is more than a decade older than we are. Both Risto and Janne T. have had doctoral candidates to come to them as "experts" with a research plan and with a confidence of being capable, almost single-handedly, of marshaling the energy and other resources needed for research. Although catering to the needs of doctoral students must have always been physically and emotionally exhausting, both have adopted from their backgrounds in competitive sports a spirit of camaraderie that have made them some of the most successful providers of guidance in doctoral research in their field in Finland.

Janne T., like Risto, has always been a team-builder. Unique to Janne, however, is how he has forged together teams of researchers to work on papers together. Sometimes Janne T. has been an orchestrator of sorts who may have disappeared from a team effort, only to swoop back in to work again with the

co-author or co-authors in question, when he was least expected to. At other times he has been a partner to an orchestrator, helping to attract generalist attention to a project of which he has been part.

Janne T. used to play basketball and, to this day, is highly interested in the sport. I remember when we lectured together, when he was still only a gender-researcher-to-be, rather than the gender-researcher that he is today, that he was always most impressed with visiting lecturers who were not only friends, but also basketball players, or with female students who were not only female, but also basketball players. When he himself became less of an active player, he became more of a coach to his previous (the Super-Pantterit) team: “Do not do as I do but as I say,” he may have said.

DOMESTICATION OF HIMSELF AND PERSONAL GROWTH TO MATURITY

Once Janne in the small hours of the night, remarked about his pursuit of pleasure during his student days and how this would connect with how he was going to take up gender research. Janne T.’s career has thus been marked by ease in forming relationships, maybe not significant or engaged at the outset, but increasingly so. This trajectory has continued since Janne found his love and future wife and settled down. They had a child and he has become a devout life-coach for her.

Janne has family background – his grandfather, if I remember correctly – in politics. Still at about 30 years old, he admired politicians like his grandfather, who were highly pragmatic and had hardly any principles. Then, Janne T. (Tienari 1997) took his relationship with Risto as an opportunity to reflect on this, to think through how motivate and cater still more to doctoral students, both within the collective and as individual human beings. Janne T.’s mental structures have developed so that he today exhibits positive self-representation, but also ease in empathizing with others; he is even capable of expressing camaraderie and humor immediately after repelling a challenge to his authority briefly and in controlled fashion.

Generalizing from the case of Janne T., the proposition is that any neo-narcissists of a caliber equal to his manage threats to their fragile egos in ways that include admitting to themselves and to others their limitations and vulnerabilities, limiting the duration of unacceptable behavior and feelings in the view of anyone to a bare minimum, and offering consistently other-centric and other-serving explanations for successes and failures. Deterministic tendencies may threaten the egos of narcissists, propel and compel them into using their defenses regularly and more and more often to maintain their

positive. In contrast, neo-narcissists are controlled in their self-representations, liberated, with degrees of well-deserved freedom.

Neo-narcissists like Janne T. in this view have empathy and interact with others to meet common needs rather than merely their own. Unlike, narcissists, they have filled any voids that they may have had and have developed structures that more than compensate for what they may have struggled with during earlier years of life. It can be argued that it is precisely in these ways that neo-narcissism is more typical of a more mature person, like someone who has turned fifty.

QUESTION: How, then, to crystallize, is it that the strange case of Janne T. exhibits observable and theoretically interesting clues regarding a phenomenon that this paper calls "neo-narcissism"?

ANSWER: Perhaps future generations of students of psychology, sociology, organizing and management, as well as the various recombinations of these, will learn to know the strange case of Janne T. as *the* exemplar that illustrates and institutionalizes in an important way the theory and perhaps the paradigm of neo-narcissism.

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2 A MAN DOING GENDER RESEARCH

2.1 ONE FLEW OVER THE FEMINIST NEST

By Yvonne Benschop

It is a great pleasure to contribute to this celebration of Janne's special jubilee year. And a good year it was, 1966, the year of the Chinese Fire Horse. Allegedly, this is the year of free, high-spirited, and self-regulating people. It is not seen as a favorable sign in the Chinese calendar, but its characteristics may suit academics just fine. As I come from the same year and the same academic generation as Janne, and share his research interests in gender, diversity, and organizational change, our paths crossed many times, something I hope will continue in the future. Taking the example of illustrious predecessors such as Joan Acker and Sandra Harding, who have written great books when into their eighties, we have only just begun and have decades ahead of us to think and write about issues close to our hearts and minds.

When we started our academic careers in the 1990s, gender in organizations was an exciting and buzzing new field of inquiry. 'Feminist organization theories' were emerging alongside the tradition of 'women in management,' researchers started to look more at the genderedness of organizations instead of focusing on sex differences at work, at least in the areas of the world where we resided. The theoretical challenges of multiple feminisms and their immediate political relevance and calls for change were hotly debated at conferences. The emergence of new journals, such as *Gender Work and Organization* (1994), stimulated rapid development of the field. A little later, by the end of the 1990s, critical management studies became the umbrella term for a diverse group of theories and perspectives that critically questioned the production of inequalities and processes of power, domination, and subordination in management and organizations. Today, feminism is usually mentioned as one strand of critical management studies. Yet, the relation between feminism and CMS is at best an uneasy marriage, and feminist theories and research still tend to be marginalized in the larger critical project of CMS.

I do not recall exactly where and when I first met Janne and we started our conversations about feminist organization theories and gender and diversity in management, but I do recall the 4th CMS conference dinner in 2005 in Cambridge, where this conversation really took off and I came to know Janne a bit better. In Cambridge, we talked about how Joan Acker's notion of the ideal worker should not be interpreted as a universal or static category, but

needed to be stretched to include multiple ideal workers in multiple contexts. He had recently published an article in *Organization Studies* (2002) on that very topic with co-authors Sigrid Quack and Hildegard Theobald. Two key themes, that to this day characterize Janne's work, came together here: his attention to issues of gender and diversity in management and organizations and his interest in the comparison of different contexts and societies. I learned from Janne that there is no single, universal explanation for inequalities at work, no one-size-fits-all model for change and that we always need to contextualize our findings carefully.

Our next collaboration came about a year later, when Janne participated in the professional development workshop on the uneasy marriage of feminism and CMS that I organized at the 2006 Academy of Management meeting. He had travelled 15 hours from Helsinki to the heat and humidity of Atlanta in August (!) to join this workshop with 10 other speakers - as I had not anticipated that all would accept the invitation to participate. So, there was limited time to speak, but Janne treated a packed room to his view of the alliances between feminism and CMS, standing up for transnational feminism and intersectionality, before the latter was fashionable. He talked about how for him being critical always went hand in hand with being feminist, and called upon the wider CMS community to engage in alliances with feminists, also when power dynamics discourage such alliances. A man in feminism is clearly in an exceptional position, and his reflections on that position were telling.

I always proudly refer to Janne (and a few others of course) when students ask whether there are any men scholars in the field of gender, work, and organization. This makes Janne one of the few men who dare to fly over and even reside in the feminist nest, even when he at times has preferred to call it gender studies research or adds 'pro'- to feminist. He has written some thought-provoking and insightful papers on self-reflexivity, privilege, and men in academia. In those papers, co-authored with Alexander Styhre, he shares his experiences, emotions and concerns as a 'deviant gender studies researcher'/a feminist man, an identity that is never self-evident, not readily granted, and not unproblematic, not even after years and years of academic research and participation in the networks on the topic (Styhre and Tienari, 2013, 2014).

Working with Janne is a sheer pleasure. He has a talent for building alliances across borders and bringing people together and he has initiated various research teams on multiple topics using that talent. He involved me in his study with Susan Meriläinen and Saija Katila on the discourse of diversity management in Finnish companies. We analyzed material from corporate websites and found that these corporate communications tend to invoke gender equality discourses rather than diversity management, connecting to familiar discourses of gender equality in the context, but silencing the realities

of race and ethnicity in Finnish workplaces. We really worked internationally in this project, as we ended up publishing the article in the *Canadian Journal of Administrative Sciences* in 2009. The comparative article on the similarities and differences between the Finnish and Dutch cases we planned as a follow-up project has yet to materialize, as other projects absorbed our attention.

A final collaboration that I would like to mention here is the longest and most elaborate project we did together concerning the next step in changing organizations towards gender equality. Thanks to Janne's efforts among others, a so-called standing working group on gender and diversity was established at the European Group of Organization Studies (EGOS). This standing working group committed itself to organize a yearly stream, and so Janne and I teamed up with Albert Mills and Jean Helms Mills to convene a stream at the EGOS colloquium in 2008 in Amsterdam. Inspired by the general theme that year, which was 'upsetting organizations,' we decided to focus on organizational change towards gender equality. One of the core questions of the maturing field of gender, work, and organizations was and continues to be what strategies and interventions, policies and practices are needed to change organizations into gender equal and inclusive workplaces.

From this stream, we developed a call for papers for a special issue for the journal *Gender, Work and Organization*. With the vast editorial experience Janne had acquired in his role as editor in chief of the *Scandinavian Journal of Management*, the editorial process went smoothly. For this project we undertook a few memorable trips, facilitating our international collaboration with face to face meetings. Janne came over to Nijmegen in the spring to work on the call for papers, and did a seminar for the staff and students of the business school. I am still getting emails from the soccer club he visited at the time. The decision about which papers to include in the special issue was made in a freezing cold Helsinki in November 2010. Winter had arrived a day earlier, and I vividly recall that Janne and I needed to go shoe-shopping to find me something to keep warm in the context of -12 degrees. I can endorse Janne for shoe-shopping skills as the mission was accomplished successfully, but the social media sites for researchers never suggest this particular endorsement. To this day I have my Finnish shoes to fall back on whenever temperatures drop significantly. A couple of months later, both Janne and I travelled to Halifax to teach in the yearly Critical International Doctoral Consortium. Besides our meetings with a wonderful group of international academics in this consortium, we discussed the editorial while climbing the hills of Halifax and walking along the waterfront; it practically wrote itself when we returned to the hotel. The special issue came out in 2012, identifying the next steps in strategies for change, taking into account that multiple discursive and material practices impact equality and inequality at work, that change efforts have to be localized and enacted differently in specific places and spaces, that multiple

intersecting social categories must be included, and that all change efforts have to reckon with the paradoxes of change.

Looking back, I can only conclude that it is about time that we start another collaborative project, one that requires more frequent interaction than our mutual involvement with the journal *Organization* does. It has always been such a joy to work with you, and I keep my eyes out for something that can be our next project. As said, I hope we can follow in the footsteps of the Joan Ackers and Sandra Hardings of the world, so that we have plenty of time ahead to do marvelous things to make the world a better, more equal, and inclusive place. I wish you the best of birthdays, and wish I could sing Happy Birthday to you in Finnish. Imagine...

2.2 Q & A ON JANNE AND OTHER MALE SCHOLARS

By Charlotta Holgersson

Q: Are there any men doing gender research?

A: This must be one of the most common questions I get from people who are not well acquainted with gender research. Some are just curious; others want to prove that gender researchers are just as discriminating against men as male managers are against women. My usual answer is that there are indeed men doing gender research but they are few, probably because many men do not find gender issues interesting. I sometimes also add that men in gender research actually have very good career opportunities. Although male gender scholars in some situations may face scepticism from women and resentment from men, they are often cherished and revered. While women gender researchers are perceived as biased and driven by self-interest, male gender researchers are seen as factual and neutral. All this is a consequence of a gender order that values men and masculinity more than women and femininity.

Q: Do you work with any men?

A: This is another common question. Luckily, I can answer that I have written together with men, mostly with a professor from Finland called Janne Tienari. It is always interesting to see how pleased people are to hear this. It is as if they were thinking, "What a relief, she is normal and not one of these man-hating feminists!" Little do they know that I have been very hesitant to collaborate closely with men after having seen too many male scholars capitalizing on the work and knowledge of women without giving them credit, and witnessed male scholars, knowledgeable in gender theory, engage in serious homosocial interaction at the expense of their female colleagues.

Q: What made you set aside these apprehensions towards working with men?

A: This is of course a valid question. Apart from the fact that Janne has written interesting texts and I enjoyed our discussions, I noted that he worked with brilliant women feminist researchers, and he spoke about them with great admiration and respect. I took that as a good sign.

Q: How did you end up working with Janne?

A: That is a good story. The first time I met Janne was at a seminar that he held together with Eero Vaara at the business school where I was pursuing my PhD-studies. I was one of very few feminist researchers and always the only one at seminars raising questions on gender. Imagine my surprise when these two men started to talk about all the gendered metaphors that were used when mergers and acquisitions were described. After this first encounter, they

invited me to write together with Anne–Marie Söderberg on how top male managers in a cross-cultural post-merger context made sense of the lack of women managers. It was interesting to see how different nationalities were constructed when these male managers spoke about gender equality. The Danish male managers saw themselves as “tough and relaxed guys” and the Finnish male managers as “pragmatic men of action”, especially in relation to the Swedes, who were portrayed as rigid and bureaucratic. The Swedish managers, however, described themselves as “responsible men”, who carried out structured gender equality work. Irrespective of nationality, their talk on gender equality served to place the problem far from themselves.

Q: What has it been like to work with Janne?

A: It is a pleasure to work with someone who is knowledgeable and analytic, easy going with a talent for giving constructive feedback and a wonderful sense of humour. Also, it is very interesting to get to know more about Finland through our cross-cultural comparisons. For example, I greatly enjoyed looking at the controversial issue of gender-based quotas on corporate boards together with Susan Meriläinen and Pia Höök. We studied media texts on both sides of the Baltic Sea and found that the market discourse was present in the representations of gender and management but that there was (somewhat) more space for critique in the Swedish context. In a later study, we compared how executive search consultants spoke about their work and how they addressed issues of gender and ethnicity. This time, we compared interviews in Sweden, Finland and Austria together with Susan Meriläinen and Regine Bendl. Although there were differences in how executive search consultants spoke about gender and ethnicity, it was clear that the practices and norms in all three countries serve to sustain a white male elite in management positions. I would also like to add that I have received much support from Janne. Just like careers in companies and other organizations, an academic career is not merely the result of one single person’s efforts, but rather a social process that involves many persons. In order to get on in academia, it is essential to be referred to and to be included in important activities such as research projects, conferences, committees and editorial boards. This leaves plenty of room for homosocial relations to flourish among male scholars. While male scholars are busy being inclusive towards each other, women are subject to what Liisa Husu has called “non-events”, that is, subtle forms of discrimination that consist of things *not* happening, for example *not* being included, invited, confirmed or referred to. Considering all the times Janne has invited me on board different projects, he has definitely not contributed to such “non-events” in my professional life. Also, during a rough period of time, when my colleagues and I were under attack from some influential business people who accused us of brainwashing students with unscientific gibberish, it was great to know that Janne and others thought we were doing good research. A friend in need is a friend indeed!

There are not enough men like Janne, who engage in gender research, work with women and honour their contributions. I wish many more men would follow his example.

Q: What about the future?

A: This issue of white male elites will probably keep me busy for the rest of my academic life given the resilience of the power structures. There are so many questions that need to be explored, especially in light of the dramatic demographic changes we are witnessing across Europe right now. I hope Janne will join me in the analysis and critique of the situation – it would make the task less frustrating and so much more rewarding!

2.3 DEAR ‘BIRTHDAY BOY’

By Susan Meriläinen

Our joint history in academia goes back as far as the early 1990s. The story that follows is my interpretation of how things evolved and how we became friends and eventually collaborators as well.

As I remember it, the beginning of our joint history was not that rosy. Soon after you showed up at the Department of Organization and Management of the Helsinki School of Economics (nowadays Aalto School of Business) we were competing for the same job (a five-year assistantship). A couple of months earlier I had applied for another open position at the department, but was not chosen (actually our mutual friend Juha Laurila got it). Thus, I was more than happy when I heard that I had been selected. However, my joy was short-lived. Soon after my selection I learned that a person who was involved in the selection process had told you that the only reason why you were not chosen was your gender. I won’t go more deeply into how I felt about this, but looking at the situation from your point of view, it must have been shocking to realize that your gender was considered a ‘disadvantage.’

I also remember vividly another occasion from the early 1990s when our gradually unfolding friendship was tested. Our department was hosting an event for members of a management consultancy company. The members of our staff were supposed to introduce each other to the guests. I was the only female faculty member in attendance. All the men were introduced by mentioning their field of expertise. I was the last one in the row and it was your turn to introduce me. “Susan is the good spirit of the department” you said proudly. I stood in front of the guests, feeling stunned! Later on you tried to convince me of your good intentions. Instead of repeating the boring introductions, you decided to say something different. And you surely did! Luckily, you learned your lesson. Since then I have never heard you introducing a female scholar without emphasizing her scholarly achievements.

The next phase of our joint academic journey took place in the mid-1990s when you ended up in the texts that I and Saija (Katila) wrote about the gendered practices of our department. In other words, you became our research material! You might recall stories titled ‘The Female Mafia,’ ‘The Original Sinner’ and ‘The Girls Next Door: Marta and Linda.’ If I remember correctly, your favorite one was the story titled ‘Balls Do Make a Difference’ (I would argue that it is a valid point even today!). Thinking about all the hassle our writings brought about at the department, I have to say to your merit that you were one of the few men who did not take it personally. You were not offended like many others, but instead encouraged us to carry on with our

‘feminist’ project. Moreover, you supported us when the situation was extremely challenging.

As far as your own interest in gender research, in my ‘books’ you were labelled as a suspicious person for quite a long time. I could not understand why a male doctoral student with a promising future would risk his career by abandoning the ‘safe’ main/malestream approach and choosing a gender perspective instead. Engaging in gender research and being a male scholar was and still is a rare combination and thus easily causes distrust, especially among female scholars. And I was not an exception (shame on me!).

You finished your licentiate thesis (an intermediate degree between the master and doctoral degree) on organizational change in the Finnish banking sector in 1995. Since it did not deal with gender issues, I was quite surprised when you called me at the end of my parental leave in autumn 1997 and asked if I would be interested in commenting on your conference paper on gender and banking. I was a bit hesitant, but eventually agreed. If memory serves, this was the beginning of our scholarly collaboration. However, it took almost three more years before we wrote our first joint paper in 2001 (though we had already co-edited a special issue together with Saija Katila and Anne Kovalainen on gender, organization, and society in the Finnish Journal of Business Economics in 2000). The paper dealt with the gendered identities of management consultants and was written together with Robyn Thomas and Anette Davies. This was the first but not the last time that you invited me to participate in international research collaboration with organizational scholars who are not only sharp and clever but above all nice and good people. I am grateful to you for offering me these opportunities, which have led to fruitful and long lasting collaboration and friendships.

If the beginning of our joint academic history was not that rosy, neither was the beginning of our scholarly collaboration. I was quite puzzled about your way of working and it took a while before I got used to it. At first I took offence at your passivity during our meetings. By passivity I mean your habit of not concentrating fully on one thing at a time (somebody might call this multitasking). You never seemed to have time to stop working on other projects while I was in your office. My interpretation was that you couldn’t care less about my comments. Later on I realized that this is your way of handling feedback. When I read the next version of a paper on which I had commented I recognized that most of my comments had been taken into consideration. The other extreme way of collaborating is evident when you disagree with me on the points that we are making. This leads almost inevitably to a loud and noisy exchange of words between us, a phenomenon that has also been noticed by our colleagues in the adjoining office, who have remarked that our way of communicating resembles that of an old married couple.

Overall, I think that our collaboration works pretty well. In my view, we complement each other in a good way. Whereas you are a disciplined, ambitious and goal-directed hunting dog, I am more of a comfort-seeking St Bernhard. But when you put enough pressure on me, the latent hunting dog inside me awakens. There are also numerous other ways in which we complement each other. In comparison with you, who are always a well-behaving diplomat, I have a more straightforward kind of personality. However, from my point of view the best difference between us relates to writing. The fact that you are a good writer who loves to spend hours in perfecting a text makes the division of labor between us very clear. You write and I 'preach.' ☺

You are also famous for not spreading gossip. This makes you a loyal and trustworthy friend and colleague. You are also one of the few colleagues of mine who has lived through the different (bright and less bright) phases of my private life. You have known my children since they were born and are still today (even though they are already grown-ups) interested in knowing what they are up to.

If I had any doubts about your 'genuine' interests in gender issues at the beginning of our comradeship, they disappeared once and for all when you met Tuija, your wife to be. Your relationship has proven that you are a guy who walks the talk in terms of gender equality. This has become even more evident when you two became parents and nowadays share the childcare responsibilities of your adorable daughter Nelli.

I am lucky to have a colleague and friend like you!

Happy birthday Janne!

2.4 WITH GENDER STUDIES ON THE MENU

By Alexander Styhre

Janne once revealed that because of his given name, apparently having some feminine connotations in English, he was not infrequently assumed to be female at conferences and similar events. As a result, he was at times met with surprise when no neat Finnish lady appeared. As a Swede, familiar with how the Finnish male population (I am now talking about a popular cultural stereotype) takes supreme pleasure in dismissing Swedish men as sissies and weaklings, with the sexual preferences that you could expect from a stock of such poor quality and moral fiber, I cannot help considering this faux pas slightly amusing. What is less amusing, though, is the world of structural gendered inequality that Janne has been so intellectually and emotionally committed to study, understand, and theorize for (I assume) most of his career to date (yes, we all hope to see more of that stuff!). I have been to a few “feminist and gender theory” sessions at various conferences (e.g., the Academy of Management Meeting), and it is noteworthy that relatively few male researchers have been engaged in this scholarly pursuit or even cared to show up for the sessions. But I have seen Janne participating and debating vigorously. As Janne is a quite private person—that is after all what I love about Finns of both gender, unless you have something to say, you can just as well rest the speech apparatus and generously enough no uncomfortable awkwardness will accompany *il silenzio* — I have not had any direct clues regarding the origins of his interest in gender. The best I have been offered is Janne laconically musing, “This just interests me,” and “People are so engaged!” Fair enough, I don’t attempt to dig into anyone’s psyche to unravel personal and biographical justifications for intellectual commitments. What is more importance is the relevance of this work, for both the management studies tradition of research and for “society at large” (if such bold declarations can be excused).

In a recent research project, I and my colleagues tried to understand what mechanisms prevent or enable increased participation by female video game developers in the buoyant and quickly growing video game industry. The video game industry is at the forefront of the entrepreneurial and knowledge-intensive industries, and today it is widely praised as a dynamic and progressive industry by media pundits, politicians, and many others. Centered in the Swedish metropolitan area with Stockholm’s hipster-infested Södermalm district as its epicenter, the Swedish video game industry has brought games such as *Minecraft*, *Candy Crush*, and a series of blockbuster console games (e.g., *Dice’s Battlefield* series) to the world. For good reason, the video game industry has wind in its sails and look forwards to expanding its influence and prestige in society.

Lurking beneath this well-earned advancement of the video game industry is the essentially masculine hard-core gamer community, the “heartland” of the industry, or (as some would prefer to put it), a throwback to the underground days when male adolescents gathered to play the first generations of video games. These hard-core gamers provide many benefits for the increasingly professionalized and monetized industry: they respect the expertise demanded to produce a good, engaging game; they are willing to pay for the games developed; they provide advice and first-hand on-line data that is fed back into the “continuous engineering” and updating of the game. Unfortunately this community also contains elements of what can perhaps be described by the purposeful euphemism “politically challenged gender beliefs.” Not only do sexism and gender inequality seem to be tolerated and accepted in some quarters of this community, but some individuals also turn actively to arms (nope, not a metaphor, at least if we speak of “cyber warfare” here) to counteract a more open discussion regarding how women and girls are portrayed and represented in the video games and the fact that female video game professionals are now entering the industry. A renowned female video game journalist confirmed this view during an interview: “[Female video game critics have] to endure a lot. We take quite a bit of beating.” She continued: “The readers don’t always trust you [because you are a woman], and your opinion needs to be verified by a man . . . If you think differently, it is because you’re a woman . . . I get comments like these; ‘Well, this was a nice review, but I would like to see it being reviewed by a man as well.’” More importantly, the way the female video game critic addressed games as a socially embedded artifact and piece of art, with wider cultural significance than its more restricted entertainment qualities, drew some blood in the (male) games community:

I have suffered quite a bit [from the comments from gamers]. There have been a number of these controversies regarding my work . . . It all began with a few reviews and then it has been this thing with me and feminism and gender . . . If they are mocking these topics, my name is likely to show up. So there’s quite a substantial share of bullying. (Freelance journalist & Author 2, Female)

A male freelance journalist, author, and video game critic was asked if he received any unpleasant, threatening or even hateful responses from the gamer community on basis of his writing. “Yes,” that happened, he admitted, but added that, “Not to the same degree as female journalists who address gender issues. I cannot imagine that I do, because that’s when the real trolls emerge.” He continued:

As a man, you have incredible advantages on the Internet. Or rather, you are exposed to another type of hatred, I would say. It is quite uncommon with sexualized criticism, as opposed to what women are frequently exposed to. Threats of violence it is also rarer.

In contrast, when male journalists are deemed mistaken about something, the gamers tend to think that it is because of insufficient “intellectual capacities,” the journalist said: “I am being diminished by suggesting that I am dumb, naive, or ignorant, not because of my looks or because ‘I need some cock!,’ to put it, well, a bit gracelessly.” Apparently, female video game journalists and critics are treated according to entirely different criteria than their male colleagues, and this shameless use of sexualized vocabularies and threats of violence that some—I wish to think they are only a small minority, but I honestly cannot tell — is not only an embarrassment for the gamer community, the video game industry, and men more generally (I here make the assumption that few female Internet trolls would treat female journalist in these terms), but for society at large. Beneath the shining and self-assertive surface of ceaseless modernization, digital technology wonders, and a declared commitment to gender equality and justice for all, this hideous, deeply troubling behavior continues. And I have no illusions that this thuggish behavior is restricted to the video game commentary and critics. (Some) men’s threats of sexualized violence and violence more generally, albeit being extreme cases and “outliers,” are part of this world and need to be accompanied by monitoring activities, legislation, skilled police work, and a fair share of schooling and ethical debate. In addition, all forms of gender inequality and gendered and sexist beliefs and practices also deserve proper and sincere scholarly attention from business school folks and, if possible, male researchers as well.

So what has all this to do with Janne and his achievement? Wasn’t this supposed to be a light-hearted celebration of an eminent scholar at his prime, devoid of reminders of the sad and sordid world we all inhabit? Perhaps so, but any man or woman’s commitments, efforts, and accomplishments are perhaps best understood if the reasons for their interests are not simply assumed or downplayed to serve a merely ornamental role. Our society and its organizations are indubitably thoroughly gendered; luckily, most of us do not have to cope with threats of rape and mutilation in our professional service, but keeping in mind that some of us actually do can perhaps be helpful when reminding ourselves why there is such a thing as gender studies and why it also matters to men and male scholars, even at business schools.

2.5 HOW DO WE KNOW JANNE? LET'S COUNT THE WAYS...

By Marta B. Calás and Linda Smircich

Trying to write some words in celebration of our dear friend becoming “mid-century modern” (or more-than-modern) has also turned into an exercise in examining our memories and realizing that we do not remember most things as well as we used to. Saying so is by no means intended to scare Janne as he contemplates his future at an advanced age (i.e., ours), but rather to acknowledge that when we met him we were probably around the same age he is turning now, and at that time we felt great! (We still do). So nothing to be concerned about... age is just a number!

In any case, when did we first meet Janne? Actually, we do not remember exactly, except that we learned his name at a conference in the UK in the late 1990s when someone asked us, “Do you know Janne Tienari, from Finland, who also does gender?” We promptly replied that maybe we had met her at some point in one of our visits to Finland, but we couldn’t recall for sure. Our interlocutor, probably horrified by our ignorance of Finn names and stereotyping regarding gender, simply said “Janne is a guy.” Since then, the name has stuck with us and soon enough we saw it in a manuscript submitted to *Organization*, which was eventually published in 2002. From that paper and others that followed, we learned that Janne (and colleagues) also did discourse analysis, a line of work which has distinguished his scholarship for many years, regardless of topic.

Yet, our paths on gender work would eventually cross for real. In 2003 Janne contacted us and asked if we would co-convene with him a gender and ethnicity sub-theme at EGOS in Ljubljana (2004), to which we were more than happy to agree. In so doing, he opened the door for us to engage in a truly international community of scholars with similar interests and to develop very lasting friendships. Evolving from this sub-theme, we co-edited and co-authored the introduction to a special issue on gender and ethnicity for *Gender, Work & Organization*, and then co-convened once again on gender and ethnicity sub-themes for EGOS in later years (Berlin, 2005 and Vienna, 2007).

Our relationship grew closer when Janne was selected for membership on *Organization’s* editorial board in 2006. More recently, in 2012, he became one of the journal’s associate editors, and his inaugural gesture in that position was memorable, gaining accolades when he selected and secured the most unique restaurant in Helsinki for the editors’ dinner at EGOS that year!

Knowing Janne through all these activities has also been an opportunity to experience his generosity as a friend and colleague. As such, he has been a very important conduit for maintaining our connection to Finland, a country we fell in love with since our first extended visit in 1993 and to the feeling of “Finland as home,” which we immediately developed. For us, Janne has been a continuous line in our relationship with the country, a line strengthened by the many others who connect us in one way or another with or through Janne. For instance, through Janne’s invitation we visited Lappeenranta in 2006 to participate in a workshop and participated as presenters in a sub-plenary at EGOS in Helsinki (2012), also through Janne’s invitation. We also spent time in Helsinki to discuss and develop a special issue on traveling diversity for the *Scandinavian Journal of Management*, published in 2009 under Janne’s editorship.

The bridge between Amherst and Helsinki, we wish to imagine, has also been strengthened and crossed in our direction with Janne’s visit to our department in 2009 and visits by one of his doctoral students in 2013 and 2014. And the bridging goes on virtually as the video clip of Janne’s ‘installation’ speech on analytical approaches to gender and diversity is part of the Women & Men in Organizations course we offer for undergraduates. The students find his self- description as ‘St. Bernard’ rather than ‘hunting dog’ especially memorable!

Of course, we also know Janne through his prolific scholarship, which we absolutely celebrate; we are sure many others will comment on it. We have chosen instead to make these short notes mark points in time joining the line that unites us with him and Finland. As we see (and feel) it, Janne’s half century celebration is a point on that ongoing line that continues to extend and our words here are mostly a way to make it visible as we hold on to it.

Thank you, Janne!

From Amherst with love,

Marta & Linda

2.6 LUNCH AND LEARN WITH JANNE TIENARI: REFLECTIONS ON MAN AND BOY

By Albert Mills and Jean Helms Mills

To use an old British expression, we have known Janne Tienari man and boy. That is not to say that he has regressed since we have known him, far from it, but that is the way the phrase goes! We first met Janne at a Kataja course on gender and organizations in the late 1990s. Without even talking to him he stood out for two reasons. The first is that he was a man in a program on gender studies. The second was that he was a man in a program on gender studies! The first point speaks to his embodiment – physically a man. The second point speaks to the fact that it was rare to find a male with an interest in gender studies. There were so few at the time and the situation has not gotten much better. Nonetheless, he peaked our curiosity and wonderment as to what motivated him. Talking with him and the other participants, we gained an early sense that he was indeed in the right place. When so few male scholars have ever written on gender and organizations, Janne was to become one of the few through his consistent research efforts. But those efforts were yet to come.

Meantime we had four major sightings. The first was at Lappeenranta University of Technology (LUT) where Janne was teaching. This allowed us a small window to say hello and check in: we spent a week at LUT every November. The second was, in fact, a series of ‘sightings’ but it was the cumulating effect that made us pay attention. It began, as far as we can remember, with his 1999 co-authored article in *Gender, Work and Organization* “The first wave was washed up on shore: Reform, feminization and gender resegregation.” Because of our particular interests, we were drawn to the article because it reinforced for us Janne’s continued interest in gender. This was followed by a series of articles that included “Gender segregation in the making of a merger” (2000) in the *Scandinavian Journal of Management* – a journal that Janne was eventually to become the editor of; “Justification, Legitimization and Naturalization of Mergers and Acquisitions: A Critical Discourse Analysis of Media Texts” (with Eero Vaara, 2002) in *Organization*, “Organizational Reforms, “Ideal Workers” and Gender Orders: A Cross-Societal Comparison” (with Sigrid Quack and Hildegard Theobald, 2002) in *Organization Studies*; and “Management Consultant Talk: A Cross-Cultural Comparison of Normalizing Discourse and Resistance” (with Susan Meriläinen, Robyn Thomas, and Annette Davies, 2004) in *Organization* – this latter article caught our attention because it was co-authored with three other friends, and takes us to our third “sighting” when Robyn Thomas, on her way to Finland for a meeting with Janne, asked us about him “what’s he like”. Our answer was: “he’s like a man.” The fourth “sighting” was again back to the

personal, with a dash of scholarship thrown in – namely, Janne’s attendance at the 2004 *Standing Conference on Organizational Symbolism* (SCOS) in Halifax, Nova Scotia. As memory serves (and we readily admit that this may be more rumour than fact) this was the venue where Janne proposed to his now wife: strangely enough a search through the abstracts and proceedings of the conference yields no papers by Janne, perhaps he was too busy getting engaged and enjoying the region!

A third phase in our relationship with Janne was due to his continued scholarly activities, his move to Aalto, and the start of our long term relationship with Hanken, which meant that we could spend two months each year in and around Helsinki. These movements enabled us to directly grow our friendship over regular lunch time dates (although, coming from outside of Finland we still question the description of a 11:00am meal as “lunch” - more like a late breakfast for us). Through these lunches, we rarely talked about scholarly activities, more like gossip and developing an interest in attending hockey matches together – Jean’s first matches ever. Neither of us was prepared for the highly gendered display of cheerleading throughout the matches but we had fun watching Janne’s bewildered reactions to these women jumping up and down next to his seat.

But lunch did have a serious side, as we also began to develop work together. In 2005 Janne had successfully submitted an article to the Special Issue on Management History in the Cold War in *Human Relations* (co-edited by Albert). The article – “Between West and East: A social history of business journalism in Cold War Finland” (with Ainamo and Vaara) was published as part of the Special Issue in 2006. That same year found us all on a symposium on “The Uneasy Marriage Between Feminism and CMS” at the Academy of Management. In 2009 - with Susan Meriläinen, Sailja Katila and Yvonne Benschop – Janne again successfully submitted a paper to a Special Issue that we were co-editing, namely the *Canadian Journal of Administrative Sciences* (CJAS) on “Gender and Diversity at Work.” That issue attracted over thirty submissions, the largest in CJAS’s history. Shortly after this point, four further projects were underway that brought us together in one way or another. The first was an entry in “Critical Discourse Analysis” that Janne co-authored with Eero Vaara for the *Encyclopedia of Case Study Research* - co-edited by Albert. The second and third was an EGOS subtheme, involving Janne, Yvonne, and ourselves on “Gender and Change” that led to a 2012 Special Issue of *Gender, Work and Organization*. In the meantime Janne and Yvonne were guest speakers on the Sobey PhD program that also allowed us time to write the introduction to the Special Issue

In the most recent phase it was Janne in the role of editor. Our chapter “Making Sense of Gender: Self Reflections on the Creation of Plausible Accounts,” was published in the book *Working for Inclusion: Positive*

Experiences from Academics Across the World, edited by Janne, Saija and Susan. Under Janne's exacting editorship of the *Scandinavian Journal of Management*, we managed to get two separate articles published – one by Albert, co-edited with Donna Parsons in 2012 (“I’ve got a Gal in Kalamazoo: Rotary International, change and the outsourcing of gender”) and one by Jean, co-authored with Amy Thurlow in 2014 (“Telling Tales Out of School”). Finally (for now!) Jean – with Mariana Paludi –worked to Janne's exacting section editorship to produce “Making Sense of Gender Equality: Applying a Global Program in Argentina” for the *Companion to Cross Cultural Management*, 2015.

All throughout this wonderful period we met, we ate (at least Albert and Janne ate), we laughed, we discussed scholarly projects, we gossiped, we planned trips to hockey arenas and we grew our friendship. Yet he never seemed to age. 50? It is surely a socially constructed production that we are all conspiring to impose on our dear friend. Happy Birthday Janne!

3 JANNE'S RESEARCHER PROFILE

3.1 WRITING, DIALOGICALITY, DR. TIENARI AND MR. EARNER

By Eero Vaara

Academic work is about writing. This is especially the case with theoretical and qualitative organizational and management research. Many if not most of us think through writing and some of us have a love-hate relationship with our texts. And I don't only mean the challenges of getting our ideas packaged and published, but the very practice of writing, the production of texts in dialogue with others. Most of us struggle with these processes, but some are masters. Janne Tienari is a master. He has a rare talent – a magic touch that we as his colleagues and friends have been able to observe and enjoy.

I like to see writing as a fundamentally dialogical process¹. Dialogicality can mean many things, but here I am mainly thinking about the following: dialogues with coauthors, with audiences, with different ideas and ideologies, and with oneself as an author and the text that one produces.

Academic writing involves dialogue with others, and this is of course most salient when coauthoring. Janne has always had this exceptional talent of bringing people together and inviting others to join forces. I can hear Janne saying “*tuu messiin*” (“come and join (us)”) – implying a readiness to developing ideas and producing stuff together. But Janne not only orchestrates such collaboration; more often than not he ends up writing most of the text. And why not, since he's such a terrific writer. So, often times he has carried the rest of us along, such as myself, in our joint projects. And as to our collaboration, it has often involved very concrete writing in turns, implying radical editing of each other's texts. Creative destruction I guess. This was already the case with our very first article in *Hallinnon Tutkimus* a zillion years ago. I can still hear him saying: “*puuttuu loppukaneetti*” (the final point's missing”).

Academic writing is also dialogue with audiences. There are more immediate audiences such as editors and reviewers for articles or publishers for books, but academic writing is all about having a conversation with others

¹ I also want to bring up the dialogical perspective because this is what Janne and I have used in our joint research and are about to talk about in a class on strategic change that will be starting in 45 minutes (Thu Feb 4th, 08.15).

interested in the topic at hand. Janne provides an example for us, not only by engaging with academic scholars but also by always searching for linkages to practitioners. It was only a few days ago that Janne's and Susan Meriläinen's book "Palvelukseen halutaan ajokoiria" ("Hunting dog Wanted") was published. It has triggered a fascinating discussion in the Finnish media around the word "ajokoiria" ("hunting dog"), which is now picked up increasingly to describe a certain embodied manager prototype that is gaining ground. As for collaboration between Janne and me, he has always been the one eager to write stuff for the media.

Engaging with different audiences is not easy, but requires the skill to master various genres and languages. Writing a textbook for an entry exam, a theoretical article for a leading journal, an in-depth empirical case analysis for a 'mainstream' academic journal, a reflective piece for a more critical journal, a review paper for a Finnish journal or for an international one, an editorial piece for the journal one is editing or for a special issue, a methodological book chapter, a book chapter for a handbook taking stock of knowledge, a theory-driven book for academics, a book for practitioners with a message, a booklet with a tongue in cheek, a pamphlet, a piece in a magazine, a column in a newspaper – I could go on and on with examples from Janne's list of publications – but my point is that these are all very different beasts. Bakhtin talks about carnival as the ultimate form of dialogue because of its richness. I think that when taken together, Janne's writing comes as close to a carnival – in its positive sense – as we scholars can get.

Academic work is also dialogue with ideas and even ideologies – never mind how ideology is defined. When working at a business school, one unavoidably confronts various kinds of struggles between the neoliberal world order and other, for example more societal, humanist, or nationalist worldviews. This is what we have also studied together, for instance in the case of mergers and acquisitions and their controversial implications, in shutdown decisions and downsizing, or in various kinds of organizational identity change. In all this, there has been an underlying interest in societal and social power implications as in post- or neocolonialism or gender inequality. Janne has been writing about these things in a way that I admire – with playful seriousness, a twinkle in his eye, not surrendering to any ideology and criticizing them all in turn with irony.

Dialogicality in its Bakhtian sense can also involve deeper or more complex forms of dialogue. One important aspect of writing is the dialogue that authors have with themselves and the text that is being produced. Sometimes the text seems to have more power over us than we do over the text. Or sometimes the text we are writing – perhaps as a result of multiple revisions or comments from others – may feel alien to us. Sometimes we appear to be better in expressing what we mean or indeed feel, sometimes less so. I think that

Janne's writing is very authentic, and this is not common in today's academic world. Nevertheless, it's interesting that our course book was written by Jack E. Earner.

Fortunately, Janne is sitting next door. I actually hear some noise in his office². I think that he's probably commenting on a doctoral student's work or then preparing a paper development workshop – i.e. helping others write.

² Thu Feb 4th, 13.00.

3.2 THE FAMOUS THREE DOTS...

By Rebecca Piekkari

Dear Janne,

I learnt to know you as a critical gender scholar in the early 1990s when we were both still doctoral students. At the time, our paths seldom crossed. You were firmly based in the discipline of Organization and Management while I was in International Business (IB). Moreover, the separate floors did not encourage making new friends.

Today you are one of the few scholars in organization studies whose work can be positioned at the crossroads of organization theory and IB. Your research interests are broad and varied, including diversity management, gender, equality and inclusiveness, leadership and people management more generally. Over the years, you have been drawn to the study of multinational corporations (MNCs) and actively contributed to a dialogue across disciplines. You have a genuine interest in IB phenomena and you have even attended one IB conference, although it probably was the first and the last one...

Our research collaboration started in the early years of this century through our mutual colleague and friend, Eero Vaara, who was also interested in the phenomenon of language in MNCs. As a topic of research it lends itself to multiple theoretical lenses and perspectives. Language issues in MNCs are multifaceted and complex, cutting across various levels and units of analysis. Yet, language-sensitive IB researchers have seldom explicitly drawn on organization theory in their endeavors; instead they have been phenomenologically and normatively oriented with close ties to senior management in MNCs. Our first joint publication aimed to understand and explain the multilingual reality of those living it in the cross-border merger case of Nordea. We adopted a power perspective from organization theory to uncover language-based inequalities, resistance, and political struggles within the merged organization (Vaara, Tienari, Piekkari, and Sääntti, 2005). Given the different traditions of theorizing and writing in organization studies and IB, the original manuscript was split in two: one targeted at organizational scholars and another at the IB audience with a focus on the implications of a common corporate language for human resource management (Piekkari, Vaara, Tienari, and Sääntti, 2005).

During this first joint writing endeavor I learnt to appreciate your 'sign language,' the famous three dots, which are now so well-known to me. You have the habit of inserting three dots – ... – which initially seemed cryptic and which had limited meaning to me at the start of our collaboration. Today, I

know that you not only have been searching for the appropriate expression or been trying to avoid getting stuck with an unfinished thought; above all, you have been enjoying the flow of writing. These three dots revealed to me your underlying attitude to writing: you have developed a playful, passionate and positive approach to this craft that you routinely practice every single morning of the working week. You do not necessarily expect your co-authors to be able to follow your 'thought trials' and come up with the missing words or sentences to fill the three dots. Rather, you invite your co-authors to join you in an open-minded and creative intellectual exchange of ideas that is both fun and serendipitous.

I very much believe that your disciplined writing routines are the secret of your immense productivity. I have seen how you jealously guard the precious morning hours from any administrative work such as committee meetings: that's your quality time to write and if you don't respect it, nobody else will. The years of collaborative research have taught me that you are an early bird and the birth of your daughter has only made this rhythm of yours more accentuated. It is not unusual to receive a set of thoughtful and sharp comments and suggestions, always expressed in a positive and constructive tone, at 7 am. Through your long editorial experience you have developed the ability to quickly read a manuscript, decipher its core argument, and come up with a review suggesting how to take the paper further.

What I particularly value in your scholarship is your intellectual curiosity and your uncompromising attitude to research. In this increasingly competitive world of academia, you have maintained your core values and not become driven by simple journal rankings or by impact factors – what counts to you is whether the data are intriguing, whether taken-for-granted assumptions and perceived wisdom can be challenged and problematized, and whether there is an opportunity to re-conceptualize what we thought we already knew. As an author, you follow the principle of inclusiveness and you feel very much at home in both small and large constellations of co-authors.

We have also co-supervised MSc and PhD students. You are a highly dedicated and engaged supervisor who spends hours and hours reading students' manuscripts, providing them with constructive feedback, and teaching them by the hand how to do research. Compared with many of our colleagues, you have a rare attitude towards students, regardless of their level of study. You always give priority to student enquiries and treat them with a lot of respect and dignity. Your motto is that "we are here for the students." You consider students equal members of the academic community and one of our greatest resources. When we were writing our 'airport book' on generation Z, the MSc students in our courses on 'International Human Resource Management' and 'Strategy Work in a Global Context' were a great source of

inspiration. They helped us understand the values, priorities, and dreams of this new generation of employees and managers (Tienari and Piekkari, 2011).

In addition to research and teaching, we have also been joined through university administration. You have not been slow to voice your genuine dislike of meetings, particularly long ones. Your coping strategy has been to always bring at least one, if not several, manuscripts that you can read and comment on during meeting. The ability to engage in multitasking is obviously not just a female trait – you keep surprising me by contributing to committee work in meaningful ways while working on papers at the same time!

Dear Janne,

I would like to wish you a wonderful birthday and thank you for everything that you have taught me – intentionally or unintentionally – about writing and scholarship – it has been great to work with you!

Rebecca

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3.3 THE COLLABORATIVE MANAGEMENT RESEARCHER

By Jan Löwstedt and Andreas Werr

Looking at Janne Tienari's CV, two things are striking on first sight – the length of the publication list as well as the number and diversity of collaborators involved in his numerous publications. A quick count of his journal articles, books, book chapters, and edited volumes reveals an average of 2.86 authors per publication. 41 different persons from 25 different institutions in 14 countries have been involved in Janne's various publications. Janne is certainly a prominent example and forerunner of an overall trend towards more collaboration in management research and publication (Acedo et al., 2006). This, in combination with our research interest in collaboration in general, motivated us to the current reflection on the collaborative trend in management research – its drivers and consequences.

Long lists of authors of papers have been a common phenomenon in the natural sciences for quite some time. In the social sciences, however, it is a more recent and still less extensive phenomenon, which may be illustrated for example with the comparison between the average number of authors of journal articles in medicine being 3.75 as compared to management, where it was 1.88 (Acedo et al., 2006). The trend towards more co-authored publications as well as longer lists of authors, however, is clear both in general (Acedo et al., 2006) as well as when we look closer to home – e.g. the Scandinavian Journal of Management. When comparing an early period of publications in SJM (1988-92) with the most recent five years of publications (2011-15), we found a noteworthy difference. During the first period there were on average 1.40 authors per original research article (n=97), which significantly contrasts with the 2.06 authors on average (n=138) for the most recent five years. Articles authored by three authors were rare (in 6 issues) in the early period while articles authored by three or more appeared in all but two issues (n=20) in the recent period. Finally, articles written by a single author were twice as frequent in the earlier period. The trend thus seems clear but what drives it and what might be its consequences?

DRIVERS OF COLLABORATION

The context of management research is currently changing, with an increasing focus on (journal) publications as a key feature. A critical discussion

about the role of management research in general and the publication focus in particular can be understood as a consequence of both national and international trends of governance according to the ideas of New Public Management, a governance regime present in condensed versions in many business schools and universities (Knights and Clarke 2014). In this debate, it is often emphasized that research has shifted from being content- and result-oriented to being increasingly publication-oriented, and especially journal-publication-oriented. An important driver of this is that universities and business schools are increasingly evaluated on the basis of the number of publications and citations and so are the researchers. To cope with this development, management researchers can be expected to find coping strategies of their own, but for young academics beginning to pursue a career there is no mercy. In the *Scandinavian Journal of Management* (SJM), for example, this overall trend has been discussed by the editors of the journal (Lundin et al., 2010) and the two Topic Forums addressing the nature of publishing in management; “Faddishness in Academic Work” of 2009 (Tienari, 2009) and “Critical scholars in the machinery of publishing” of 2012 (Tienari, 2012a). In the latter, Janne Tienari suggests a powerful metaphor when he argues “that publishing in the global academia has come to resemble the operations of financial markets. Academics-cum-investors target a set of ‘top’ journals in a system that is portrayed as self-evident...and suggests that the financial markets metaphor enables us to explicate the self-fulfilling prophecies that constitutes the academic system...” (Tienari 2012b:250).

The name of the game of the academic system is thus increasingly that you have to publish, and at best publish more and in better journals than your fellow colleagues. Such an instrumental system of research (e.g. publication) needs to be critically discussed and challenged. However, this critique occasionally comes with a nostalgic touch. It was better in the old days. Macdonald and Kam (2011) argue that academics once worked for a common cause, but nowadays are in competition with each other. Nonetheless, even if ruthless and instrumental behavior is reported among academics-cum-investors (Tienari 2012b) you can easily also find evidence of this kind of behavior in not so recent or even older descriptions of life in academia (c.f. Nordin 1983). One important driver of the increasing collaboration in publication may thus be the institutional pressures on researchers’ productivity, where collaboration enables the production of more manuscripts with a given time investment.

While the institutional pressures in and on the academic system are an important aspect, it has also been argued that changes in the knowledge field of management towards increased specialization drive the trend towards increasing collaboration. As management research becomes increasingly specialized and technical – both when it comes to the theoretical framing and the methodological aspects, research specialization becomes a viable and

sometimes necessary strategy. It has, for example, been shown that co-authorship is more common in more quantitative research, where research methods have become more sophisticated than in qualitative research (Acedo et al., 2006). At a time when theoretical fields are becoming increasingly specialized, methodological approaches increasingly sophisticated and demands on the quantity and quality of data increase, specialization paired with collaboration becomes an attractive strategy to increase research productivity (if we only consider the number of publications). If we were to weigh the number of publications in relation to the number of authors the picture may be different (c.f. Endenich & Trapp, 2015).

The above two drivers of the increasing publication in research depict the researcher as a highly strategic actor driven mainly by career ambitions. However, they provide little resonance with our motivations of entering into collaboration in research projects and article writing. These motivations are instead related to different aspects less concerned with the research product outcomes and more with the research process and its qualities.

Collaboration in research with colleagues working in other institutional or national contexts has contributed to a great many new insights in social science and organizational studies. Comparative research not only prevents us from developing our own idiosyncratic worldviews, it is also a necessity for many studies of interesting and important phenomena (Stymne & Löwstedt, 2006). To give an example, the authors of this chapter conducted a study of how the merger of the pharmaceutical firms Astra and Zeneca was debated in business in Sweden. After having presented some results from the study, Janne Tienari and colleagues joined forces and a comparative analysis became possible. Data from the international business press were also added and this led to a joint publication (Hellgren et al., 2002)

Collaboration in research and writing may also be an intellectually very rewarding experience providing considerable opportunities for individual learning and energy creation. Research with the (right) collaborators is just more fun and rewarding. But what are the characteristics of these right collaborators? While previous research has investigated, for example, seniority and knowledge domain (Acedo et al., 2006), we want to highlight additional and more personal qualities such as care, reliability and trust, which create important prerequisites for joint knowledge creation (von Krogh, 1998) in the collaborative writing process. These key qualities are possessed by Janne and they are key reasons for us to have engaged repeatedly in different collaborative projects with him.

CONSEQUENCES OF COLLABORATION

What, then, may be the consequences of increasing collaboration in publishing management research? Ideally, increasing specialization paired with successful collaboration bringing together state-of-the-art knowledge from different disciplines leads to creative and path breaking research contributions. Some evidence of this seems to exist in studies showing that co-authored papers are cited more often than single authored papers within the same journal and thus have larger impact (Acedo et al., 2006). At the same time, the increasing specialization in management research reflected in an increasing co-authorship may also open the way for new researcher competence profiles and thus career strategies. Specialization may not only be a viable strategy in relation to different theoretical fields or methodological approaches, but may include all steps of the value chain in research, including writing applications, securing access to and dealing with organizations as research sites, the management of research projects, carrying out field work, analyzing data, and finally publishing this data in high-quality journals.

In a world of increasing collaborative publication, specialists within all these areas might have legitimate claims as co-authors and thus gain academic merits. Such a development raises interesting questions regarding the necessary skill-set of a researcher or professor. How much breadth is required for a professor in management? Does she (he) need to know something about management, marketing or accounting or can (she) he be a narrow expert on a complex methodology? Or someone with great ability to manage research projects, but with limited theoretical or methodological skills? While this may be an inevitable or even desirable development, with collaboration across increasingly specialized areas of expertise leading to novel insights, it may also challenge the idea of the management researcher as a person being able to appreciate and relate to the complex problems of managers and organizations that often span narrow academic fields and methodological approaches. The collaborative researcher may thus become an increasingly narrow expert – or an increasingly broad scholar, exploiting collaborative opportunities as a way of broadening his/her expertise and thus become both academically and practically relevant. The latter path has been well illustrated by the work of our esteemed colleague and friend Janne Tienari.

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3.4 FEMINIST URATYKKI

By Saija Katila

It all started in one small room in Chydenia (we can forget about the Tampere episode). We shared the room. Janne came to work early, sat down, and started banging away on the keyboard with rigid forefingers. He was fully concentrated. He kept on banging away until it was eleven o'clock and time for lunch. After lunch he sat down again and started on the keyboard again. Not much has changed since then. I always wondered how his forefingers can take it and still do. He banged away year after year without many holidays and much unnecessary chitchat, concentrated, and goal-oriented. Friday evening (heavy) drinking at Restaurant Elite with professors and other PhD students like me and Susan Meriläinen (the best of the bunch) gave him needed relief from the hard work. When a certain blood alcohol limit was passed, a menthol cigarette was lit, and Janne the smiling poet entered the scene. We all could enjoy his recitations of Eino Leino and Pelle Miljoona done with a big heart. On Monday he came back to work as focused as ever.

The hard work and determination payed off, like it often does. A successful academic career emerged that provides opportunities for closer examination. In the following I will do a rough quantitative analysis of the works of a qualitative author to see what we can learn about Janne and his career. The fact that I can do a quantitative analysis of Janne's work says a lot about his accomplishments as an academic. The analysis is based on his 81 journal publications published/to be published in peer reviewed Finnish and international journals. The analysis is divided into two timeframes: Janne the young scholar (1995-2005) and Janne the established scholar (2006-2016). I will first look at the topics of his articles and the national origin of the publication outlets – a crude categorization will suffice here (Finnish/International). The classifications I have made do not do justice to the interdisciplinary nature of Janne's research, but as a quantitative scholar (for one day) I need not bother about such nuances because I am looking for more general patterns. After that I will focus my attention on his co-authors – who they are in terms of gender and nationality (Finn/Non-Finn). As a methodological note, I must confess that I might have accidentally done a couple of gender reassignments as I am not sure whether Gili and Arlid are females or males. There might also have been some guessing involved in determining whether some authors are Finnish/residents in Finland, or foreign. However, these cases were so limited that they constitute only marginal statistical errors and do not influence the reliability of the analysis. So, let's forget about the details and focus on the plausibility of the general patterns found.

Table 1 indicates that Janne's research interests have been fairly broad, and while some areas of interest have faded away, perhaps temporarily, new areas of interest have emerged. Janne started his career by focusing on MNCs, mergers, and international comparative work within these contexts; he has continued to do so but to a lesser extent. During his early career he also focused on strategy and change as well as consultancy, key phenomena in our field. From the beginning of his career, one of Janne's main interests has been gender studies and that emphasis in his scholarship has become stronger over the years. What was surprising, to me at least, was the strong emphasis Janne has put on studying academic work and the changing university sector after becoming an established scholar. This field of study was still not apparent in the young scholar phase of his career. It seems that after getting a more stable foothold in academia, Janne has chosen to work on topics with a more political and critical edge. I certainly appreciate this choice.

Another issue revealed by Janne's publication record is the changing standing of Finnish journals compared with international (= Anglo-American) journals in the academic publishing game. During Janne's young scholar phase (1995-2005) publications in Finnish peer-reviewed journals were still considered a merit while international publications were gaining a stronger foothold. The difference between the number of Finnish journal publications and the number of international journal publications (16/19) he published during the young scholar phase was not so large. However, in the established scholar phase he has published only 4 articles in Finnish journals compared with 42 articles in international journals. The dramatic drop in the number of Finnish articles testifies to the struggle of academic publishing in Finland. Academics want to reach larger international audience and are also forced to do so. Our careers are dependent on our choice of publication outlets and our ability to publish in the "right" journals listed by the Ministry of Education and/or universities.

	1995-2005		2006-2016	
	FIN	INT	FIN	INT
MNCs, mergers, int. comparison	4	10	-	5
Gender and diversity	3	4	1	12
Strategy & change	3	3	-	1
Consultancy	3	1	-	-
Academic work, Universities	-	-	2	15
Other	3	1	1	9
All	16	19	4	42

Table 1 *Number of Janne's articles/ topic area*

Janne is a collective doer when it comes to publishing. He does not like to write solo so much but prefers collaboration with others, which seems to be the way to write these days. Table 2 shows how many of Janne's co-authors have been female and how many male, and whether they have been Finnish or non-Finnish. The table indicates that Finnish co-authors have been most important to Janne's career since the beginning. No wonder, after all we are in Finland. However, Janne has collaborated internationally from the early years of his career when it was not yet so common. As a young scholar he participated actively in conferences and used his time wisely, networking with non-Finnish conference participants when the rest of us were in the bar with other Finns. He also has been a visiting scholar at several foreign universities since his PhD days. His visits have not been mere CV entries but fruitful in terms of research collaboration and future publications. Janne has always been willing and eager to find collaborators and make friends with strangers, a practice that is often difficult for many Finnish scholars.

		1995-2015				2006-2016				
		FIN		NON-FIN			FIN		NON-FIN	
Gender of co-author	S *	F	M	F	M	S	F	M	F	M
MNCs, mergers, int. comparison	-	8	18	1	-	-	2	5	1	-
Gender and diversity	3	3	2	6	-	1	10	3	10	3
Strategy & change	-	1	4	-	1	-	2	-	-	-
Consultancy	1	1	3	2	-	-	-	-	-	-
Academic work, Universities	-	-	-	-	-	5	10	5	10	2
Other	1	2	3	-	4	-	5	6	1	1
All	5	15	30	9	5	6	29	19	22	5

Table 2 Janne's co-authors by gender and nationality *Solo

The table also shows that Janne has collaborated with both women and men from the very outset. However, it is noteworthy that his collaboration with women has increased substantially during the established scholar period. This is probably due to his shifting research emphasis towards gender studies and academic work and changing universities. Gender studies are still a female bastion where there are not too many male collaborators to choose from and Janne has collaborated with the few that are available. So, it can be concluded that women have been important to Janne's career and Janne to the careers of female academics. However, there is one male author that rises above all other collaborators in Janne's career. That is Eero Vaara. Janne and Eero have collaborated in 20 publications in the young scholar phase and 7 in the established scholar phase. So, analyzing Janne's list of publications reveals the emergence of not one successful career, but two. This collaboration has laid the foundations of both careers.

This exercise has been very illuminating for me. I have grown up as an academic with Janne. While I have read many of his works I have never taken the time to fully engage with what he has been doing. This analysis also illustrates the usefulness of simple quantitative exercise in revealing interesting patterns that would need further qualitative elaboration, some of which I have offered here through my knowledge of what Janne has been up to during his academic career.

I started the paper with a personal tone, and I might as well end up in a similar way. Janne is pretty much the same as he was when I met him. Maybe a bit grumpier, like ageing men tend to be (let's keep the stereotypes alive). He is still a very private person without any need to share his life story or that of others, i.e. Janne does not gossip, which is admirable but kind of boring ☺. We all enjoy a good academic gossip every now and then. He still bangs away at his computer and keeps his eyes on the ball, i.e. in publishing. He truly enjoys writing. However, he has changed a bit. He has become a father - a very committed and proud one. As a feminist, he willingly does his share of parenting and seems to be enjoying it. These days he even chitchats every now and then... about his daughter. And why not, she's wonderful.

Janne, I have a pair of prosthetic forefingers waiting for you, so keep on banging away at that keyboard and bringing in the publications.

3.5 JANNE'S POINTS

By Keijo Räsänen

In the history of our discipline-based unit, Janne Tienari belongs to a particular generation. They have made an art out of publishing. This activity is not new in itself, as there is no academic research without it, but Janne's working style was formed in a period that posed peculiar demands on the nature of publications and publication fora.

It may be of interest to some colleagues what Janne actually says in his publications. What are his main points?

Below you will find an account of Janne's points as a collection of extracts from his most cited articles and from a few recent ones. Note, however, that many of Janne's publications are co-authored, and therefore any honor that these points give cause for should be credited to his collaborators, too. The sub-titles are mine.

JANNE SAYS THAT...

The ideal worker is masculine, but not static

We argue that the 'ideal worker', even though, in general, a masculine notion, should not be perceived as a universal or as a static category. We suggest that notions of the 'ideal worker' not only vary within different models of work organization, but that they vary across societal contexts... If we consider gender distinctions and relations in organizations as produced, reproduced and redefined through continuously ongoing social interaction, there is a need to analyze how the notion of the 'ideal worker' evolves in time - when organizations become subject to change efforts through reforms. (2002)

Rationalism dominates and justifies, but one can still try story-telling or moralization

The analysis reveals four distinctive discourse types – 'rationalistic', 'cultural', 'societal' and 'individualistic' - and elaborates their structural characteristics. The analysis shows that rationalistic discourses typically dominate discussion, while the other discourses are subordinated to the rationalistic discursive practices. (2002)

We argue that while [the following four] specific legitimation strategies appear in individual texts, their recurring use in the intertextual totality of the

public discussion establishes the core elements of the emerging legitimating discourse: 1) normalization, (2) authorization, (3) rationalization, (4) moralization, and (5) narrativization. (2006)

Nationalism is alive

Based on an analysis of press coverage, we attempt to specify and illustrate how particular issues are (re)constructed in media texts through interpretations of 'winning' and 'losing'... [D]iscourse based on economic and financial rationale dominated the media coverage. Discourse promoting nationalistic sentiments, however, provided an alternative discursive frame to the dominant rationalistic discourse. We argue that the two basic discourses are enacted in three analytically distinct discursive practices in the media: factualizing, rationalizing and emotionalizing. (2002)

[G]lobal capitalism... meets national spirit... [K]ey actors draw on and mobilize rationalistic and nationalistic discourses in public discussion... [and] draw on different—even contradictory—discourses at different points in time. Furthermore, different actors—even with opposing objectives—may draw on the same discourse in legitimizing their positions and pursuing specific ends... [W]e can thus observe discursive moves by the actors that appear hypocritical, especially when examined retrospectively... (2003)

We focus on how... antenarratives were mobilized in intentional organizational storytelling to legitimate or resist change: globalist storytelling as a means to legitimate... identity, nationalist storytelling to relegitimate national identities and interests, Nordic storytelling to create regional identity, and the critical use of the globalist storytelling to challenge the Nordic identity... [O]rganizational storytelling is characterized by polyphonic, stylistic, chronotopic, and architectonic dialogisms and by a dynamic between centering and decentering forces. (2011)

[T]op managers construct their identities in interviews with researchers... [B]ecoming international induces a particular masculine identity for the top managers. In becoming international, however, their national identification persists... [I]n the global world of business, national identity can also be interpreted as something positive and productive, contrary to how it has been previously treated in feminist and men's studies literature. (2010)

Finns and Swedes build identities in post-colonial relationships

[T]he metaphoric perspective reveals specific cognitive, emotional and political aspects of cultural identity-building that easily remain "hidden" in the case of more traditional approaches. The metaphors produced and the meanings attached ultimately make sense only when... the historical post-

colonial relationship between Finns and Swedes... are taken into account, [that is, the] construction of images of "us" and "them". (2003)

Language policies reify Anglo-American domination and disintegrate employees

We argue... that corporate language policies have significant power implications that are easily overlooked... [L]anguage skills are an essential element in the construction of international confrontation, lead to a construction of superiority and inferiority... reproduce post-colonial identities... [and] ultimately lead to the reification of post-colonial and neo-colonial structures of domination... The case... showed how, after the troublesome experiences, English became constructed as the legitimate official... language, which can be seen as an example of a normalization of Anglo-American cultural dominance... In fact, it is instances such as this one, which show how 'globalization' often means voluntary acceptance of such imperialism. (2005)

[T]he common corporate language decision may have disintegrating effects, particularly at organizational levels below top management. We identify such effects on performance appraisal, language training and management development, career paths, promotion and key personnel. Our findings show that top management needs to work through the consequences of the language decision upon those who are expected to make such a decision work. (2005)

British and Finnish professionals talk differently about life

[W]e explore the discursive possibilities available to men and women when they construct their professional self as 'knowledge workers'... [T]his professional identity construction is embedded in a normalizing, gendered discourse... However, representations of an alternative discourse, which constructs different spheres in an individual's life, can also be traced in... British and Finnish... talk. In the UK, discourse on 'work/life balance' may be understood as a form of resistance at the level of subjectivity. In Finland, discourse on the 'balanced individual' can be seen to be an articulation of a societally bound normalizing discourse... However, it needs to be acknowledged that this talk has been constructed within our own cultural understandings, beliefs and conventions as British and Finnish researchers. (2004)

Nationality and gender shape researchers, too

We analyze social interactions of 'doing' gender in interviews with male[s] from Denmark, Finland and Sweden. We argue that their explanations for the

absence of women in the top echelons... serve to distance vertical gender inequality. New insights are offered to studying gender... with a cross-cultural team of researchers... [G]ender intersects with nationality in shaping the... identities of male[s]... (2005)

Academic publishing practices make Finnish researchers peripheral others

Drawing on a reflexive account of a British—Finnish joint publishing experience, we suggest that institutions of academic publishing are constantly reproduced through hegemonic practices that serve to maintain and reinforce core-periphery relations between the Anglophone core and peripheral countries such as Finland. The wider academic milieu with its taxonomies of academic performance and journal quality serves to perpetuate these practices. This results in academic researchers from the periphery contributing to ‘othering’ within the publishing process. (2008)

British-Finnish research collaboration sharply relieves unquestioned patterns of thinking

[W]e reflect on our experiences of collaborative working in a cross-cultural research team. We reflexively interrogate the construction of the univocal “we” that is expressed in our dissemination of the research findings. We show how cross-cultural collaborative research brings into sharp relief underlying complex culturally and theoretically determined patterns of thinking within the research team that may otherwise remain unquestioned. We conclude by... arguing for greater critical reflection by research members at all stages of the research engagement. (2009)

Employees dis-identify with the image of world-class university

This study of a university merger seeks to shed new light on... how key actors seek to build the reputation of the new university.. [T]he need to become an innovative “world-class” university acts as an imaginary incentive, and predictions of an inevitable future are used to legitimize radical actions. The study also highlights the contradictions and controversies involved... [A] critical take on reputation-building and its connections to employees’ social (dis-) identification may provide a fruitful basis for novel contributions. (2011)

Women are excluded everywhere in the same way

The authors uncover how the ideal candidate... is defined in and through search practices, and discuss how and why women are excluded in the process. The ways in which gender is “done” and women are excluded from [the] top... are similar across socio-cultural contexts. (2013)

A QUALIFICATION

A limitation of this festive piece is that a researcher's points should not be discussed without taking into account the working methods by which they have been constructed. I have not treated here Janne's main method, which is the analysis of what others have said.

3.6 JANNE TIENARI: ONGELMALÄHTÖINEN TUTKIJA

By Risto Tainio

Tutkijalle maailma on jatkuvan ihmettelyn aihe. Suomalainen yritysmaailma on täynnä tapahtumia ja ilmiöitä, jotka vaativat selvityksiä, selittelyjä ja selityksiä. Utelias tutkija haluaa tietää, ovatko asiat todella sellaisia, miltä ne näyttävät, ja miksi ne näyttävät sellaisilta kuin näyttävät. Hän ei halua jättää asioita kuulopuheiden, perimätiedon, asiantuntijoiden, eikä edes muiden tutkijoiden väitteiden varaan. Hän haluaa itse ottaa selvää ja tutkia asiat. Hän haluaa ratkaista arvoituksia ja ongelmia.

Tällainen tutkija on syntymäpäiväsankarimme Janne Tienari. Hän väitteli tohtoriksi maaliskuussa 1999. Hänen tutkimuksensa otsikko oli jo silloin 'tienarimaisen' vertauskuvallinen: *Through the Ranks, Slowly, studies on organizational reforms and gender in banking*. Artikkeliväitöskirja puhui pienten-askelten merkittävydestä, iteratiivisesta tutkimuskäytännöstä, ja kolmesta ilmiökentästä: organisaatioiden muodonmuutoksista, organisaatioissa vallitsevista sukupuolistuneista käytännöistä sekä pankin johtamisen ajankohtaisista haasteista. Tutkittaviksi ilmiöiksi puettuina voitiin puhua 'organisaatioiden joustavasta jäykkyydestä ja kertakäyttöistymisestä', 'epätasa-arvon laaja-alaisuudesta ja piintyneisyydestä' sekä 'pankin johtamistyön monimutkaistumisesta epävarmuuden lisääntyessä'.

Mikä tekee Janne Tienarin tutkimuksesta ongelmalähtöisen? Väitän, että se johtuu tutkittavien ilmiöiden kuvauksen ensisijaisuudesta suhteessa niiden selityksiin. Tutkittavan ilmiön huolellinen kuvaus on tehtävä ennen kuin paneudutaan ilmiön selittämiskysymyksiin. Selitykset ilman kuvausta tuottavat pseudotutkimusta. Merton (1959) huomautti tästä jo vuosia sitten, 'It might at first seem needless to say that before social facts can be "explained", it is advisable to ensure that they actually are facts. Yet, in science as in everyday life, explanations are provided for things that never were.' Ongelmalähtöinen tutkija varmistaa siis ensin huolellisesti, onko tutkittava ilmiö lainkaan olemassa? Jos näin on asianlaita, seuraava kysymys kuuluu, miten kukin ilmiö, esimerkiksi organisaation ja johtamisen muutos tai pysyvyys, on luonnehdittavissa ja kuvattavissa. Minkälainen muutos on tapahduttava, että yleensä voidaan puhua muutoksesta, puhumattakaan sen selityksistä?

Tienari & Merton-mainen ongelmalähtöisyys korostaa kuvausongelman merkittävyyttä. Kuvausongelma on tutkimusprosessin ydin. Se antaa tutkimukselle hengen, suunnan ja askelten pituuden. Kuvausongelmasta näkee pyrkikö tutkija pitkälle tuntemattomaan vai pysyttelemään turvallisesti lähialueella.

Ilmiöiden huolellinen empiirinen kuvaus on edellytys selitysongelman asettamiselle, ei päinvastoin. Ongelmalähtöiselle tutkijalle ei kuitenkaan riitä mikä tahansa kuvaus. Tutkijalle ei riitä se, että kuvaus on tehty ylimalkaisesti, vain 'sinnepäin'. Sen sijaan ongelmalähtöinen tutkija ottaa kuvaustehtävän vakavasti, ja esittää todistusaineistonsa kuvausväitteidensä tueksi.

Tutkittavan ilmiön kuvaus voidaan esittää numeroin ja tapahtumasarjoin. Kuvausongelmien käsittely sisältää jo sinällään johtolankojen etsimistä, kurinalaista ajattelua, joskus kurista vapaata mielikuvituksen lentoa. Tutkija voi etsiä monesta paikasta ja monella eri tavalla. Joskus etsinnäksi riittää pelkkä ajattelu, joskus tarvitaan puhelinsoitto, joskus vuosia kestävä etsintäprosessi. Mitä tutkija sitten etsii? Hän etsii tutkimuksensa ja kiinnostuksensa kohteena olevaa ilmiötä, sen esiintymismuotoja ja siihen liittyviä tapahtumaketjuja. Onnekas tutkija voi myös löytää asioita, joita ei varsinaisesti etsi. Aineistoa voi kerätä loputtomiin, mutta koskaan sitä ei saa kerättyä kaikkea. Ilmiöiden kuvailu aineiston varassa on aina jossain määrin vajavaista. Se tekee työstä jännittävän. Aineisto sinällään on mykkä. Se puhuu vasta, kun siltä kysytään. Alkuvaiheessa siltä kannattaa kysyä, millainen ilmiö vaatii tutkimusta ja miksi.

Hyvä tutkimusongelma on uteliaisuutta herättävä, todellinen ja merkittävä. Utelaisuutta herättävät erityisesti yllättävät tapahtumat ja ilmiöt, mutta merkittäviä tutkimuksia tehdään myös usein tavallisista, arkipäiväisistä ilmiöistä. Ne ovat niin arkisia, että ne ovat muuttuneet näkymättömiksi.

Ongelmalähtöisiksi itse itseään nimittäviä tutkijoita on paljon. En osaa sanoa, miten Janne Tienari omaa tutkimuskäytäntöään luonnehtisi. Ehkä hän näin miehenikään tultuaan tyytyisi vain toteamaan, että valheelliset tosiasiat johtavat valheellisiin ongelmiin, joita ei voida ratkaista, koska ne perustuvat väärin tai ylimalkaisiin tosiasioihin.

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3.7 FROM THE TREE TO RHIZOME

By Aki-Mauri Huhtinen

The most important metaphor in Western thinking is that of the tree. We have trees of life, knowledge, genealogy, science, security, and state. Everything can be reduced to the main trunk of the tree. The tree as a metaphor of arborescence is also a symbol of discipline and order based on rationality or faith. The meaning of life has been seen as a tree trunk emerging from the God system, or as a trunk exemplifying the original source in the scientific world. We identify ourselves with the space of the trunk to gain access to ourselves.

There are some exceptions. All of us who know Janne's academic publications can say that there is also another way to think and write; namely, the process of rhizome. In his work Janne has shown that we should be dubious about narrow empirical and passive concepts and offers us an alternative and understandable route that allows us to see the concepts of organizations in a multidimensional way. And Janne has managed to adopt that new way of thinking. The rhizome of life is apparent behind Janne's thinking.

The concept of rhizome as a reason for living has been marginalized in Western thinking. The architecture of becoming is a rhizome. "Science could not provide the metaphysics it required, and so could not really understand itself. It called for another order of reflection to understand what made it possible and why it was significant" (Crocker 2013, 19). The Western tradition of what is true is based on the idea of a permanent and unchangeable nature of reality (being) and truth. In the major, mathematically based sciences the aim is to try to find the first and ultimate point (trunk) or to concentrate on the beginning or the end of something instead of the middle or intersecting lines of living and changing situations (becoming) (Chia 1999, 214). "The rhizome grows from the middle in the sense that none of its elements are intended to be terminal points (origins or final causes) in an epistemological chain of propositions" (Conway 2010, 19).

In Bergson's duration the whole past is co-present, though its different parts are present in different degrees (Capek 1991, 18). The bounds of "immediate memory" join together two immediately successive terms and a number of relations or "prehensions" bind together temporal terms that are not "contiguous" (ibid. 17). The Bergsonian duration appears as an extremely complex "polydimensional" or rhizome. For example, the glass on the table may remain the same when I look at it from the same side, at the same angle, in the same light. But the vision I have of it now differs from that which I have

just had, even if only because the former is an instant older than the latter. My mental state is continuously swelling with the duration it accumulated; it goes on increasing – rolling upon itself like a snowball on snow. The present is richer than the past or future (ibid. 22-23).

Modernity is the failure of representation and the corrosion of identities. (Guha 2011, 133) Rhizomes are the concepts of operations. They describe the connections that occur between the most disparate and the most similar of objects, places, and people: the strange chain of events that link people (ibid. 137). At the heart of the concept of rhizome is a sense of movement that is perpetually decentering and destabilizing – it is a creative gesture leading to say: “Write, form a rhizome, increase your territory ... extend the light of light.” “The linear forms of the towns and roads, and counting devices and hierarchies, goal-oriented schemas, individualism and cause and effect philosophies, which have defined the West are all outcomes of the privilege given to print and vision. As a result, Greco-Roman man tends to see everything around him as continuous, uniform, connected, and static. The telegraph liberated information from the bodies that carried it and eroded distinctions such as center and margin and origin and terminus. Electricity further amplifies this same principle of a decentered network where the system is equally present at each point” (Crocker 2013, 26)

As a plateau or a milieu, rhizomes are vibratory or a block of space-time constituted by the periodic repetition of the component wherein exchanges between multiplicities occur at the virtual and intensive registers. All forms, particles, and entities that populate them emerge only to disappear immediately and leave behind no consistency, references, or any determinate consequences.

The rhizomatic network is a mapping of forces that move and immobilize bodies. (Guha 2011, 138) In rhizomes events and occurrences are not stratified, layered, or hierarchical. They are flat and disruptive. We are moving from the arborescent mode of problematization to a rhizomic one. Secretary Rumsfeld spoke poetically of “the unknown unknowns” during the era of war against terrorism at the beginning of the 21st Century. The rhizome is the counter-point of the arboreal schema (ibid. 140). Instead of confining the process to the plane of immanence, or reducing it to stand-reserve, rhizomes generate fewer points of immobility, which we are most familiar with as fixed points of reference. Instead, they are signatures of the locales where the intensity of the force morphs, emerges, and dissolves. It is for this reason that rhizomes, when cast against the plane of immanence, are not behind time. They are in fact on time, unfolding in and across the plane of immanence.

Rhizomes open new challenges to organizations. While the visibility of communication is increased the fragmentation of communication bubbles

becomes more obvious. Individuals influence the strategic level of decision making directly, although the possibility of finding the right bubble of decision-making becomes more difficult.

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4 JANNE'S DOCTRINES AND EVERYDAY PRACTICES OF MANAGEMENT AND LEADERSHIP

4.1 JANNE AS A ROLE MODEL FOR AUTONOMOUS ACADEMIC WORK IN THE GLOBAL UNIVERSITY CONTEX

By Kari Lilja and Raimo Lovio

As colleagues our offices have been located in the corridor opposite Janne's room. Janne is famous for coming to the office early in the morning. His door is open and he's writing – pounding away at his laptop with two fingers. You can detect a strange smile from his face; it signals enjoyment from the thoughts storming out of his mind. Janne is in a hurry to document them for reflection and further elaboration. This experimentalist writing process is certainly one of the factors contributing to the productivity in publishing that Janne has demonstrated for two decades. But there are also many other practices with which Janne has experimented since the mid-1990s.

In his choice of research themes, Janne has demonstrated both creativity and passion. These features have attracted other competent researchers to engage in writing assignments with him. He also began collaborating with international scholars early on in his academic career. These emerging and shifting writing teams have been at the core of Janne's academic work and in this "Festschrift" we certainly get insights into such writing projects.

Janne has not only been engaged in studying and publishing in highly ranked academic journals and contributing to the frontline of scientific discourses. He has also been active in popularizing new trends and topics in academic knowledge creation by writing books for practitioners and students together with colleagues. The topics of the books may have emerged from new path-breaking courses taught together with colleagues or from Janne's active involvement in professional associations, executive education, and research collaboration with companies that are experimenting with new practices. Through his networks with a variety of stakeholders, Janne has also been able to provide interesting research sites for his master's and doctoral students.

As former heads of the discipline and department, we have been pleased with the high quality and wide scope of Janne's academic activities. His excellent track record has also been a challenge to us because one of our jobs has been to find competent persons for various types of periodic

administrative duties. Researchers typically try to avoid administrative work in order to secure time for empirical research, reading, and writing. Thus the delegation of various administrative duties is a painful one for heads of discipline and department.

Walking by the office door and seeing Janne fully engaged in writing is not the only reason for hesitating to ask him to take the time to discuss the allocation of an administrative duty to his academic work agenda. There have been many other obstacles to such interventions. For example, it came as no surprise that the Dean of the School asked Janne to be head of the PhD program. Janne was “obedient” and accepted the appointment and by so doing was again relieved from heavy administrative duties at the department or discipline levels. His duties as visiting professor at Stockholm University also mean that Janne needs flexibility for his commitments towards a variety of stakeholders.

Thanks to internationalization of the context of academic work, we are all spiders in several complementary social networks. In such contexts it is difficult to keep the balance between work and private life and local and international contexts and still keep the energy level up for new risk-taking in intellectual journeys. As former heads of the discipline and department, we are pleased that there are role models for younger scholars like Janne who can navigate in such complex settings. Janne has shown that it is possible to search for a path in academia where you can experiment with your skills and temptations for knowledge creation despite all the disturbances presented by the academic context.

4.2 TAKING THE THIRD STEP: CO-EDITING THE SJM WITH JANNE

By Juha Laurila

INTRODUCTION

Three major roles are apparent in academic publishing. The first of these, and the one that we are all typically most interested in, is that of author. The second would then be that of reviewer, a useful and important role as well, but maybe not the most rewarding, at least as far as scholarly reputation is concerned. The third role that most of us get to know the last of these is that of editor. From a young researcher's perspective, editing seems like the preserve of "senior academics." At the same time, the very rationale for obtaining experience from editing remains vague. Nevertheless, the fact that I obtained a substantial amount of experience in journal editing together with Janne from 2005 to 2008 at the Scandinavian Journal of Management (henceforth SJM) is a strong enough reason to use that experience as the basis for saying something not only about what I learned of this aspect of our profession, but also about ourselves as persons.

SOME INITIAL LESSONS ON JOURNAL EDITING

At first, I must remind you that during my period as an associate editor of SJM, Janne was the editor-in-chief and the editorial team also included other associate editors (i.e. Inger Johanne Pettersen, Robyn Thomas and Andreas Werr). Nonetheless, for some reason I felt then and still feel that we two bore the main responsibility for running the journal. It might have something to do with the fact that when we both heard that the job was up there for grabs, one or the other of us had to take on the main responsibility. Janne eventually took it - possibly because he wanted it more than I did. I cannot underline too much that I may be completely mistaken here, but for some reason these starting points seemed to serve the purposes of this short essay. It is also possible that my feelings on the importance of the two of us might have something to do with the fact that the other team members were from outside Finland, where the journal now resided. Moreover, as an indication of the close collaboration between Janne and me, I might say that we edited two special issues during our term, which did not start as smoothly as either of us would have wished. In practical terms, we soon faced a severe shortage of manuscripts that we could have turned into publishable papers. So, after assuming the role of editor, it no longer appeared that the journal would necessarily be playing the publication game from a position of strength. We must also remember that at

the time, more than ten years ago, submitting papers to journals, at least in the Nordic countries, was much less taken for granted than it is today. Accordingly, we had to start calling papers in for review and meanwhile go through previous volumes of the journal in order to identify the papers that most clearly represented the nature of the journal and the quality of the work that we expected from future submissions. We turned these papers into the first of our two joint special issues, namely “Classics and Bridges to the Future.”

Concurrently, we tried our best to convince researchers in our field that submitting their work to SJM would be worthwhile. We had to encourage numerous scholars to start or continue to take the journal seriously as a potential outlet for their work, not least because of the professionally high-quality comments that would be helpful regardless of the outcome of the publication process. While the editorial board and the relatively good reputation already enjoyed by SJM helped in this respect, we also had to deliver the goods. Consequently, our own lives and those of all the other associate editors became filled with writing decision letters comprising elaborate statements of the main strengths and weaknesses even of papers that other journals might have rejected outright without further comment. I don’t have access to exact figures here, but because Janne on some occasions called me the desk rejection editor suggests that I at least wrote a substantial number of these letters. At the same time, we tried to send reviewers only those papers that we considered to have reasonable chances of survival. Here we came to see that editors inevitably introduce subjectivity to the editing process as they both decide which works are to be blind-reviewed and then decide to whom they offer these papers for review. However, from a practical perspective this widely adopted principle substantially decreased the need to find reviewers, which in any case proved to be one of the most difficult things in this business. I would expect that none of the readers of this essay is surprised about this, as there has always been a shortage of competent and reliable reviewers. And, as we soon found out, acceptance of a review task did not necessarily guarantee completion by the set deadline.

The aspects already mentioned showed us why publication processes in SJM take such a long time - just as they do in any other academic journal in our field. And as SJM was not one of the top-notch journals, the authors might not drop everything after receiving a revise-and-resubmit decision from us and provide us with a new and significantly improved version of the paper within the desired time frame. Thus, contrary to what junior scholars often think, journals in general and their editors in particular are heavily dependent on both authors and reviewers. However, the problem is that without acting as a journal editor it may be difficult to become convinced of this.

WHAT I LEARNED ABOUT MYSELF AND JANNE

In my opinion, so many demands are made of editors that nobody is especially capable of handling the job. I found that the easiest parts of the job included writing decision letters on papers - regardless of whether they were (desk) rejections or revise and resubmit or acceptance decisions. As long as I had the papers and reviews, the letters got written. Even the wide array of SJM's subject areas and the broad array of methodological toolkits and philosophical presumptions represented by the papers submitted did not pose a huge challenge thanks to the competent reviewers affiliated with the journal. In contrast, the stress produced by long overdue reviews or revised versions of papers and the overall uncertainty of striking a balance between too few and too many papers in the pipeline of the journal's social system, which includes the authors, the reviewers and the entire editorial team, was almost too much to endure. In a way, by acting as an associate editor I became more convinced than I would have otherwise that for me, keeping things simple and at least relatively predictable suits best.

As far as Janne is concerned, I would expect that he is quite capable of bearing any type of stress, which in the case of SJM became clear to me from the early survival game stage of our editorial period onwards. His strong self-confidence also enabled efficiency on the marketing side. I would expect that he did not lose many a good night's sleep from boasting about SJM's high quality at a time when we yet did not have substantial merits of our own in that regard. I also think that without Janne's networking abilities SJM would not have obtained such a strong new editorial team and board and have such a smooth relationship with the publisher, namely Elsevier. Finally, I think that Janne has exceptional arrangement abilities; he was able to allocate volumes of work to us other members of the editorial team that we could handle.

With this essay I join everyone in this volume with my warmest congratulations to Janne for reaching this important milestone in life and express my gratitude for having had the chance of taking the third step in academic publishing as a joint experience with him. Happy Birthday, Janne!

4.3 PHD PROGRAM AS MANAGERIAL CONTROL SYSTEMS – A (SLOPPY) FOUCAULDIAN ACCOUNT

By Johanna Moisander

As many of us know, Dr. Tienari is the Chair of the Dissertation Committee and the Director of the Doctoral Program of Aalto School of Business. The Dissertation Committee is responsible for “developing doctoral education and research of the Aalto University School of Business” (Aalto Intranet 2015). It nominates pre-examiners and opponents for PhD manuscripts that students submit, and makes the final decisions about whether or not their manuscripts are accepted as PhD dissertations. The Director’s task is to supervise these processes “in line with the general objectives of doctoral education at the University and the qualitative and quantitative goals set by the school” (Aalto Intranet 2015). Overall, then, Dr. Tienari, the Doctoral Program, and the Doctoral Dissertation Committee constitute a powerful institution and dispositive of power (Ahonen & Tienari, 2009) at Aalto University. And in this essay I set out to unpack its nature as a system of managerial control, critically examining the network of elements through which the dispositive exerts its power effects. The scholarly approach is Critical Management Studies and the genre ‘sloppy Foucauldian studies.’

In defining a theoretical perspective for my analysis, I take a discursive, post-structuralist approach to control (Delbridge & Ezzamel, 2005), and view the PhD program as a system of power/knowledge that makes available and offers only a limited range of discursive possibilities to PhD students, as men and women, for constructing their professional identities as ‘knowledge workers’ and academics (Meriläinen, Tienari, Thomas, & Davies, 2004). More specifically, I view the PhD program as a technology of neo-liberal governmentality (Foucault, 1979, 2008); a technology of biopolitical control that “tries to operate within the reality of humans as living beings, guiding, regulating and directing individuals at a distance and with its focus at the level of population” (Ahonen, Tienari, Meriläinen, & Pullen, 2014, p. 265). This perspective invites me to focus my analytical attention on the ways in which the PhD program is implicated in practices and techniques of neo-liberal governmentality, the notion of enterprise (Foucault, 2008, p. 241) in particular. Consequently, the analytical focus, in this essay, lies on the ways in which the PhD program seeks to manage the self-regulating capacities of PhD students as productive subjects and as “vital resources and allies” for the government of Finnish economic and political life (Miller & Rose, 1990).

In the olden days, before Dr. Tienari’s tenure, the PhD program of Aalto University School of Business was based almost entirely on bureaucratic control (Weber, 1997 [1924]). The degree structure allowed practically no choice for students, and an elaborate, and very strict, system of rules and

policies regulated every aspect and stage of the PhD process. But then Dr. Tienari was appointed Professor of Strategy Work at Aalto University, and he was right away given the task of 'updating' and redesigning the PhD program—to make it more in tune with the modern, post-bureaucratic times of global capitalism. And Dr. Tienari did.

As a result, in the current PhD program of Aalto University School of Business, the number of rules and regulations has been reduced to an absolute minimum and "everything is negotiable" as Dr. Tienari repeatedly emphasizes. Instead of rules, Dr. Tienari has introduced the contract (Burchell, 1993, p. 276), in the form of a written agreement—called Supervision Plan—that both the PhD students and their dissertation advisors negotiate and sign at the beginning of every academic year during the PhD process. The aim of this official document, as the following quote illustrates, is to spell out the responsibilities of both the student and the dissertation advisor during the PhD process:

The aim the Supervision Plan is to communicate the general principles of good supervision to the doctoral candidate and to offer both the candidate and the main dissertation advisor a possibility to discuss and to reach an agreement on the outlines of the supervision process. The supervision plan explains the responsibilities of the main dissertation advisor and of the doctoral candidate during the supervision process. (Aalto University Supervision plan 2015)

In practice, the Supervision Plan is a four-page document with fill-in form fields, designed to make both the PhD student and the dissertation advisor reflect upon and schedule their work as well as set concrete performance objectives for different aspects and stages of the PhD process. It also lists and articulates ten specific responsibilities and tasks that demonstrate the "principles of good supervision" for the dissertation advisor, and ten responsibilities for the PhD student. As regards supervision, the items listed range from taking care of the administrative practicalities of the PhD process to encouraging the PhD student to actively publish in "relevant" (in the Aalto context that is top-tier) publication outlets and assisting the doctoral candidate in networking and career planning. The PhD students, in turn, are required to work on and regularly report back on the progress of their PhD projects as well as to aspire to actively publish their research results and to secure funding for their studies. Interestingly also, apparently to highlight the importance of assiduous monitoring of progress, the form forces the PhD student and the supervisor to specify the planned frequency of reporting and meetings as well as the exact number of days within which the dissertation advisor is to respond to the student's reports and working papers:

***The dissertation advisor** familiarises him/herself with the materials and text submitted for each meeting before the meeting. **The doctoral candidate** submits to the dissertation advisor the agreed-upon text and materials for comments ____ days before the scheduled meeting. (Aalto University Supervision Plan 2015).*

Based on my personal experience as a dissertation advisor and a long-time member of the Dissertation Committee, I have concluded that the Supervision Plan—and the new approach to running the PhD program that Dr. Tienari successfully introduced at Aalto—does indeed represent a revealing case of neo-liberal governance, which allows us to explore the “institutions, procedures, analyses and reflections, the calculations and tactics” (Foucault, 1979, p. 20) through which biopolitical forms of control operate in contemporary social and organizational life. In this short essay, however, I only focus on one particular tactic, responsabilization through contractualization, which the “Supervision Plan,” as I will argue, clearly manifests.

In specific, I contend that in the absence of rules and binding regulations, the Supervision Plan serves as a flexible “technology for programming the employment relationship” (Miller & Rose, 1990, p. 20) in a way that allows Dr. Tienari, as the Director of the PhD program, to manage both students and their advisors as productive, self-regulating “entrepreneurial” subjects (Foucault, 2008; McNay, 2009). It is geared at construing both the PhD student and the dissertation advisor as academic entrepreneurs, who relate to others as competitors and their own being as a form of human capital (McNay, 2009, p. 63). To that end, I argue, the Supervision Plan works through two overlapping and mutually reinforcing techniques of neo-liberal governance.

First, the Supervision Plan works as a technique of responsabilization. By responsabilization, I refer here to a technique of neo-liberal governance that renders not only the PhD student but also the advisor individually responsible for the day-to-day management and outcomes of the student’s PhD process by mobilizing a form of moral agency that is characterized by the notion of “enterprise” (Foucault, 2008: 241). This technique refers to the generalization of the enterprise form to social relations and to subjectivity itself (McNay, 2009). It is believed to be both economically desirable and personally empowering (du Gay, Salaman, & Rees, 1996). There need not be strict rules and regulations, and everything can be “negotiable,” because responsabilization operates by shaping the moral agency of the PhD student and the supervisor as autonomous, self-determined and self-sustaining subjects (Shamir, 2008, pp. 8-9). While they are free to do as they please, as Dr. Tienari emphasizes, they are to rationally assess the costs and benefits of their actions and, therefore, also bear the consequences of these actions (Lemke, 2001, p. 201). In the end, their performance will be assessed and their work

rewarded based on “the general objectives of doctoral education at the University and the qualitative and quantitative goals set by the school” (Aalto University School of Business 2015).

At the level of individual, as the brief description above shows, the Supervision Plan operates by defining and calling attention to a set of roles and a type of social relationship through which the PhD students and their advisors may actively govern themselves to further develop their capacities as academic entrepreneurs in accordance with the Aalto University Strategy. For the dissertation advisors, this means that as “supervisors” their task is to manage their PhD students as resources, as human capital that, if successfully managed, contribute to the strategic goals of the university. For the PhD student, in turn, it means that they are to vigilantly manage themselves as productive subjects and their thesis work as entrepreneurial career projects to ensure their competitiveness in the academic job market.

Second, the Supervision Plan serves as a technique of contractualization (Burchell, 1993; du Gay et al., 1996). Through contractualization the identity of the ‘enterprising academic’ is first initiated in the beginning of the PhD process and then sustained in the day-to-day of the PhD students and their supervisors. It entails defining the relationship between the PhD student and the advisor in terms of a set of contractual obligations. Through the Supervision plan, the institutional roles of PhD students and their supervisors are redefined and marketized. They are no longer colleagues and members of the academic community. The PhD supervisor becomes a service provider and the student a customer. And as with all business relationships, the relationship between the PhD student and the supervisor becomes instrumental and subject to various calculations of value. The relationship is to be assessed as an investment. The value of supervisors, for example, is based on their international networks and connections to top-tier journals, and the value of PhD students on their access to interesting empirical materials.

Consequently, at Aalto, the Supervision Plan functions as “the practical link that connects the ideal-typical scheme of governance to actual practices on the ground” (Shamir, 2008, p. 8). Through this simple intellectual technology, the PhD students and their supervisors can be regulated as ‘free’ individuals, through the government of their freedom (Rose, 1990), in ways that turn their relationship into a ‘business,’ linking and aligning their actions and judgments with the economic objectives of not only Aalto University but also the State of Finland. Is this bad? I do not know. As Foucault (1983, p. 231) famously puts it, the “point is not that everything is bad, but that everything is dangerous, which is not exactly the same as bad.”

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4.4 TILAA OMALLE OIVALTAMISELLE

By Hanna-Mari Aula

Janne väitöskirjatutkimuksen ohjaajana

Yhteistyöni Jannen kanssa alkoi puhelinsoitosta. Istuin yksivuotiaan tyttäreni huoneessa ja kokosin palikkatornia lattialla. Professori Tienari oli saanut Organisaatiot ja johtamisen -aineen listalle lähettämäni viestin, jossa kerroin haluavani palata maineen rakentumista käsittelevän väitöskirjani pariin ja etsiväni tutkimusryhmää, johon liittyä. Janne kertoi Helsingin kauppakorkeakoulun, Teknillisen korkeakoulun ja Taideteollisen korkeakoulun fuusioitumisesta kokonaisuudeksi, joka silloin tunnettiin Innovaatioyliopistona ja tänään Aalto-yliopistona. Hän kertoi tutkimushankkeesta, jonka hän oli perustanut kollegoidensa kanssa ja jossa Aalto-fuusiota tarkasteltiin eri näkökulmista. Hän tiedusteli, josko minua kiinnostaisi liittyä hankkeeseen ja tutkia väitöskirjassani yliopistofuusiota maineen näkökulmasta.

“Yliopistofuusio? Seriously?”, ajattelin. Yliopisto-organisaation, tai varsinkaan yliopistofuusion tutkiminen ei ollut ikinä edes tullut mieleeni. Rauhallinen ja vakuuttava ääni puhelimen toisessa päässä sai minut kuitenkin kuuntelemaan ja miettimään asiaa. Palikkatornin kohotessa aloin ymmärtää, kuinka ainutlaatuisesta mahdollisuudesta tässä olikaan kyse.

Muutamaa kuukautta myöhemmin istuimme tutkimushankkeen palaverissa ja keskustelimme hankkeen puitteissa tuotettavista julkaisuista. Varauduin kertomaan suunnitelmastani saada väitöskirjani valmiiksi neljän seuraavan vuoden aikana. Varautuminen osoittautui turhaksi. Kuulin Jannen sanovan, että hän ja minä kirjoitamme maineen rakentumisesta paperin pian pidettävään konferenssiin. Siinä vaiheessa väitöskirjatyötä en tiennyt julkaisemisesta paljoakaan, mutta ymmärsin, että monografia ja neljä vuotta on eri asia kuin tutkimuspaperi ja neljä kuukautta.

Tekemisen meininki on Jannelle luonteenomaista. Asioita ei jäädä vatvomaan vaan toimeen ryhdytään rivakasti. Päätökset tehdään nopeasti. Minulle kävi pian selväksi, että asioita tehdään myös samanaikaisesti. Jannella on ilmiömäinen kyky kirjoittaa, kuunnella ja keskustella yhtä aikaa!

Kyseisen konferenssipaperin pohjalta syntyi kuitenkin ensimmäinen julkaistu artikkelini. Se oli myös ensimmäinen yhteinen artikkelimme Jannen kanssa. *Becoming "world-class"? Reputation-building in a university merger* (Aula & Tienari 2011) oli rohkea avaus tarkastella maineen rakentumista diskursiivisena prosessina. Artikkelini liittyi uuteen, joskin hiljalleen

kehittyvään keskusteluun, jossa maine ymmärretään jatkuvasti muuttuvana ja kehittyvänä prosessina (mm. Coupland & Brown 2004, Lähdesmäki & Siltaoja 2010), ei jonakin helposti havaittavana ja mittavana 'asiana' tai kokonaisuutena.

Artikkelille oli selkeä tilaus. Voisi sanoa, että se suorastaan vietiin käsistä. Julkaisuprosessi oli niin nopea, että sekä Janne että lehden päätoimittaja katsoivat aiheelliseksi muistuttaa minua siitä, ettei julkaiseminen tyypillisesti käy näin helposti. Ilmeisesti onnistuimme välttämään työläät revisiokierrokset lähinnä siksi, että Jannen ansiosta tartuimme aiheeseen, joka oli erityisen ajankohtainen. Artikkelij kirjoitettiin ajoittui aikaan, jolloin fuusioaalto oli iskenyt yliopistoihin ja brändin rakentaminen kauppa- korkeakoulu- iihin. Artikkelij sai tunnuspalkinnon *Highly Commended Award Winner at the Emerald Literati Network Awards for Excellence 2012*.

Janne otti minut mukaan ja kannusti moniin muihinkin kirjoitusprojekteihin. Syntyi konferenssi- ja seminaaripapereita, joista jotkut jalostuivat artikkeleiksi, toiset eivät. Minulle oli tärkeintä, että sain olla mukana ja yrittää itse. Tunsin itseni etuoikeutetuksi saadessani työskennellä ja opetella akateemista kirjoittamista ja julkaisemista sellaisen tutkijan kanssa, joka itse on niin lahjakas ja tuottelias.

Jannen julkaisuluettelo on pitkä. Hänen tutkimuksellinen monipuolisuutensa näkyy myös julkaisuluettelosta tehdyssä sanapilvessä, joka kiteyttää Jannen keskeiset tutkimusteemat ja tutkimukselliset lähestymistavat oivallisesti. Sanapilvestä löydän myös itselleni ja omalle tutkimukselleni keskeiset käsitteet kuten *critical*, *discourse*, *merger* ja *university*. Löydän niin ikään sanat *becoming* ja *constructing*, sekä *politics*, *branding* ja *power*. Nämä sanat kuvaavat hienosti sen, minkä parissa olemme Jannen kanssa yhdessä tehneet töitä viimeisten vuosien aikana.

Vaikka ohjaussuhde ja yhteiskirjoittaminen ovat aina oppimisprosessi siinä, missä moni muukin asia, yhteistyö Jannen kanssa oli alusta lähtien mutkatonta. Se oli hauskaa ja antoisaa tekemistä. Toivon, että se oli sitä myös Jannelle. Ehkä yhteistyömme myötä hän löysi uudelle tutkimusalueelle ja innostui *maineen* tutkimuksesta. Tervehdin ilolla ajatusta, että hän jatkaisi aihe parissa omalla innovatiivisella ja rohkealla otteellaan, ja ravistelisi sinne juurtuneita käytäntöjä ja tutkimusperinteitä. Maineen tutkimukselle on paikkansa organisaatiotutkimuksessa, jossa sitä on tyypillisesti tarkasteltu suhteessa *identiteettiin* ja *imagoon*, ja tavalla, jolla pyritään tekemään eroa käsitteiden välillä.

Väitöskirjani on nyt valmis ja siten on myös Jannen työ ohjaajanani. Tutkimukseni eri vaiheissa sain Jannelta tukea ja apua aina kun tarvitsin, valmiita vastauksia en saanut koskaan. Turhautumiseni uhallakin hän haastoi

minua löytämään oman ääneni tutkijana, tekemään itsenäisiä ratkaisuja tutkimuksessani ja tulkitsemaan löydöksiäni rohkeasti. Janne ohjasi mielestäni viisaasti ja hienovaraisesti. Hän jätti tilaa ja antoi minun oivaltaa. Vaikka välillä luulin, ettei hänellä ole vastauksia, hän olikin jo muutaman askeleen edellä. Maineen rakentuminen yliopistofuusiossa osoittautui mitä mielenkiintoisimmaksi aiheeksi tutkia, ja tästä kokemuksesta tulen ponnistamaan myös tulevaisuuteen. Ja se oli se yksi puhelinsoitto, joka sai aikaan tämän, minun elämässäni käännteentekevän tarinan.

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4.5 THE ROLE AND PRACTICE OF LEADERSHIP ACCORDING TO JANNE TIENARI

By Rita Järventie-Thesleff

ABSTRACT

The purpose of this text is to provide a brief (and somewhat shallow) review of Professor Janne Tienari's conceptions of leadership as a role and as a practice. The text was produced in a liminal space between Saturday-evening sauna and an Andalusian type of risotto (my family has an inherent resistance to doing gender in the kitchen while preparing it). Furthermore, the paper was written in a state of flow during an episode of Weekend - temporally and spatially disconnected from Aalto Biz and its routines – and inspired by Janne's work and character. The review attempts to make sense of Janne's views on leadership based on both documentary data (selected academic and popular writings) and empirical elaboration on leadership in connection with the writing of a joint paper.

Keywords: Janne; leadership; roles; practice-approach

THE ROLE OF LEADERSHIP

In their book *Z ja epäjohtaminen (Zs and un-leadership)* (2011) Janne and Rebecca Piekkari came up with a typology of leadership, i.e. six different ways to lead young people in their early or mid twenties, who are about to enter working life. (For a deeper understanding and meaning-making, I start to reflect on my own offspring). The six different types are (1) leading by example (looking up for wisdom and energy), (2) coequal leadership (based on credibility, seduction, and encouragement), (3) conductor leadership (based on insight – knowing when to wiggle the baton), (4) sporadically surfacing leadership (based on passion and unexpected opportunities to advance things), (5) shared leadership (based on interaction instead of focusing on individuals), (6) rotating leadership (shared and rotated between different roles). (It makes sense, and my evening prayer becomes lengthened with a wish for un-leaders for my sons!)

Much of the current research on leadership tends to focus on managers and their role as leaders. In this role, how do managers affect the meanings, ideas, values, commitments, and emotions of the subordinates? (Alvesson & Sveningsson, 2003). According to Janne and Rebecca (2011), the role of a 'un-leader' would be vacant, holding high expectations for providing individual

treatment and opportunities to influence the content of work and support realization of a creative working climate. Do the 'hunting dogs,' the somewhat narcissistic super-achievers, (Tienari and Meriläinen, 2016) meet these role expectations? According to Janne and Susse, the social position of a 'hunting dog' is characterized by perceptions of energy, endurance, and self-mastery. Taking a critical perspective on leadership, and by juxtaposing 'un-leaders' with 'hunting dogs,' there seem to be tensions, paradoxes, ambiguities and complexities involved in producing and reproducing leadership in contemporary organizations!

Maybe taking a whole new perspective on the role of leader can solve this. What if roles were not linked to social positions or expectations, but were instead conceived as 'intermediaries in relational interactions' (Simpson and Carroll, 2008; Järventie-Thesleff & Tienari, 2016). Then the role of leader would be constructed in translating meanings, for example between the Zs - their world and their values of frankness and outspokenness - and the world of life-long career builders used to functional reporting lines. Then leadership development takes also a new form and focuses on understanding the Zs. Attending underground gigs and pop-up events and hanging out with different kinds of people would help in acquiring the necessary translating skills. (There would be a whole new market for my younger son, an aspiring musician in the genre of EDM, Trap and House!)

THE PRACTICE OF LEADERSHIP

Drawing on our conception (Järventie-Thesleff & Tienari, 2016), the role of leadership is in flux - in a constant state of becoming. Or maybe we should not be talking about leadership as something that 'is.' 'One possibility is that there is a real phenomenon behind the discussion about leadership, another is that there is not, at least not in any direct and non-ambiguous sense.' (Alvesson & Sveningsson, 2003: 361).

Or should we move from the study of 'leaders' and 'leadership' to a more situational and context-dependent practice-approach, and focus on 'leadership-as-practice'? (Carroll, Levy & Richmond, 2008). In the 2008 article, (Brigid Carroll was also a source of inspiration in our role-paper), Carroll et al. referred to Whittington (2003: 117) and proposed a series of six questions to consider for the leadership-as-practice agenda. (Maybe there is even a research gap to be addressed in the research agenda of 'strategy work' by focusing on 'leadership work.'):

Where and how is the work of leadership actually done; who does this leadership work; what are the common tools and techniques of leadership; how is the work of leadership organized, communicated and consumed?

In their Z research, Janne and Rebecca characterized the desired practice of leadership as 'hidden practice' conducted from the middle without the subordinates even noticing that they were being led. (Tienari & Piekkari, 2011).

EMPIRICAL EXPLORATION

There are thousands of definitions for leadership, and they tend to agree on one aspect only; leadership is an influence process. Maybe I do not quite represent the Z generation ☺, but the practice of leadership according to Janne during our joint writing process could be characterized as 'leading by example' (he made me look up at his wisdom!), 'coequal leadership' (based on encouragement!), 'conductor leadership' (knowing when to demand more!), 'sporadically surfing leadership' (passion!), 'shared leadership' (good interaction!), and 'rotating leadership' (roles in translation!).

Thank you for an amazing influence process!

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4.6 TALK THE WALK

By Ulla-Maija Uusitalo

I was having the bi-annual performance review with one of my team members, a young woman in her (very) early twenties. We went through “the script” and finally came to the part where we discuss her future wishes and goals. I asked her how she saw her own future in our company. “Well, what I think is quite irrelevant. You have the power haven’t you and you decide what I’m going to do anyway. In this sense my future is in your hands, is it not?” she replied, very nicely and matter-of-factly.

Pause. This reply is not in the script, now is it? This unexpected breaking of the “genre” put me off guard for a few seconds, but then I had to admit she was quite right. She was, in fact, under a non-permanent agreement, which was coming to an end in a few months. In this context I indeed held all the cards. We talked openly about whether she wished to continue with us in the first place – she very honestly told me that this job was first and foremost “a pay check” – and in the end we closed the session in good spirits.

However, her response did make me think. We usually just glide through these orchestrated situations, all acting our proper parts and saying the right lines. But here was a very young individual, just starting off on her professional path – and right away she boldly broke the mould. What was going on? I remembered the book on younger generations and leadership by Professors Piekkari and Tienari “Z ja epäjohtaminen” (roughly translated as “Zs and un-leadership”) (2011) and decided to dig it out in the evening for a reread. I found the following observation: “Individuals and groups ever more frequently face situations that challenge our own presuppositions and habits. Zs require us to understand *difference* in a whole new way compared with before.” (2011, 156; the translation and emphasis are my own.)

Once again, Professor Tienari and his collaborators were spot on about the emerging undercurrents of our working life, managerial practices and the millenials entering the work force.

To find insights and answers that resonate with the reality of one’s own managerial experience – that is a key strength of Professor Tienari. He is not afraid to put academic insight at the service of business in order to make it better for all involved. Professor Tienari sees through the smoke screens of our contemporary business and leadership jargon. He is never easy on impostors and fakes. He does not tolerate intellectual sloth and laziness.

One of my favourite lines of Professor Tienari comes from another one of his "popular" books, "My Little Book of Strategy" (written under the pseudonym of Jack E. Earner). Discussing strategy work and participation, Professor Tienari writes: "People know when they are asked to participate just to keep up appearances: you are encouraged to participate, but you soon realize that everything important has already been settled anyway" (2014, 54). I had to wonder whether my performance review had the same qualities.

Coming back to my collision with the "Zs". As a managerial practitioner, I wish to be open-minded, treat every individual with respect and genuine interest. I failed with the particular performance review. Why? Because, as Professor Tienari would say, I did not "talk the talk and walk the walk". Or more properly, as he said in his little book: "It is not the concepts that are relevant, but what you do with them. How you communicate with others. How you talk the walk" (2014, 58). Academic concepts do *nothing* unless they are acted upon. Let this be an important reminder to us all.

Ulla-Maija Uusitalo is a director in an e-commerce organization, who received her PhD under Professor Tienari's supervision in 2015.

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5 INSPIRED BY JANNE'S WORK/WORDS

5.1 HOW TO BOOST THE QUALITY OF RESEARCH THROUGH A COMBINATION OF INTERNAL AND EXTERNAL UNDERSTANDINGS AND VIEWPOINTS

By Risto Sääntti

The focus of this short article is to examine the relevance of the availability of multiple understandings and viewpoints when researching a complex organizational issue. My hypothesis is that it is valuable, relevant, and maybe sometimes even imperative to have a mixture of types of experience of the phenomena and of the context in a research endeavor. Such an approach could be seen as an expansion of research triangulation in the sense of cross verification, where not only are several sources utilized but also an array of pre-understandings. The availability of a broad array of research materials, access to multiple informants and their understanding of the topic, is expected to be of value to research.

The setting outlined above is similar to that I encountered when I came into contact with Janne Tienari and led to fruitful research cooperation with him as well as with other researchers. I was pursuing my PhD (Sääntti 2001) at the time in the late 1990s. My PhD research focus was on the merger setting of the Finnish Merita Bank and the Swedish Nordbanken. An organization named MeritaNordbanken was established through a process labeled a merger of equals in 1997. What was of specific interest in this setting was whether such a phenomenon as a merger of equals really exists, and if that was not the case, what kind of power structures would emerge, and from which processes and practices. The MeritaNordbanken organization went through some more mergers and acquisitions to become what we know today as Nordea Bank. I held a managerial position within the organization and was responsible for a process intended to ensure the cultural integration of the two bank organizations with their different national backgrounds. At the time of the merger of Merita and Nordbanken, banks in Europe were predominantly national organizations, and bank mergers across borders were a new phenomenon. Such mergers were of specific research interest.

The bank management decided to implement a culture development process in MeritaNorbanken after the merger. This was at the time the second large corporate culture development activity I was involved in. The first one was implemented after the merger of Kansallispankki and Suomen Yhdyspankki forming Merita Bank, and later I also performed a key role in the

Nordea culture development process. All these culture-focused activities have been of considerable interest to researchers. A comment concerning these three corporate culture development processes—Merita Bank, MeritaNordbanken and Nordea Bank—may be of relevance here. Each of the processes was different in nature. The cultural process in Merita was seen to be of utmost importance to the success of the merger of the two largest banks in Finland with overlapping organizations and activities. The MeritaNordbanken merger was considerably different. The organizational overlap was far smaller, mainly affecting the management and some support functions. The Nordea merger was again multi-national, and focused both on culture and brand construction.

The understanding of cultural phenomena and the implementation of the culture development process can be evaluated. Both from the angle of utilizing scientific findings concerning organizational culture construction and from the angle of corporate management's long term commitment to the culture and value process, the Merita Bank corporate culture process was the most thoroughly planned and implemented. It may be of interest why the first culture development activity was the most professional one, rather than the second or third. The reason may lie in the complexities of organizational power and politics, in the difficulties of recognizing core organizational competences, and utilizing them in an effective way in complex post-merger settings.

In addition to working with Janne Tienari I have had the pleasure of conducting research work spanning a period of several years with Eero Vaara and Rebecca Piekkari, and some other academics too. My research interest initially focused on the possibility of deliberate organizational influence on corporate cultures. The main consultant models of culture and value-focused work seemed to target managerial action. Corporate cultures were expected to change in a way beneficial to the attainment of corporate goals mainly through managerial decisions. This simple but predominant assumption rather seemed to invite critical analysis. My conclusion was that cultures can be managed only to an extent, only through genuine cooperation between employees and only through long term commitment by the management.

Eero, Janne, and I successfully placed one article with *Human Relations* (Vaara, Tienari & Sääntti, 2003), and as far as I recall this it was clearly one of the most important publications for each of us at that time point. The focus was on metaphors, and the material analyzed came from MeritaNordbanken culture seminars. In the seminars I had developed a pre-task for the participants focused on the construct metaphors of their own organization, the other organization, and the forthcoming merged organization. This task was most interesting and activating in a real-life seminar setting. It also provided very useful material for our research. From a postmodern deconstructive

angle, we concluded multiple interpretations of metaphor based identity building were possible.

One key finding in my PhD overlooked by the organizational management was the relevance of the choice of corporate language. This decision could not be considered as a practical policy issue, but does have considerable symbolic and power policy implications. We focused on this topic in a journal article (Vaara, Tienari, Piekkari & Sääntti, 2005) and concluded that corporate language policies have significant power implications that can easily be overlooked involving how language skills empower or disempower in organizational communication, and how these skills are associated with professional competence.

I did my PhD working full time as a manager in a business organization, while also working as a researcher with Janne and other academics. Having a business responsibility and being an active researcher simultaneously is no easy endeavor. Nevertheless, people with similar responsibilities or interests may be worth seeking out both from the business and university angles. It is clear that special support may be needed when acting in such double roles.

From here we can approach the idea of expanded research triangulation. What I will be suggesting here is somewhat in opposition to the prevailing four step university career model where the researcher may proceed in his/her career without any exposure to real business responsibilities. This state-of-affairs is not sustainable. Business exposure and experience is of value to the research process, and it is accessible by employing in-business researchers.

Researchers who work inside an organization that is the target of their research are in a unique position when it comes to obtaining relevant, varied, and authentic research material. It could be claimed that an outsider is always at a disadvantage in terms of the richness of material available for analysis. This is especially the case with the availability of existing written or other forms of stored data. An insider has access to more and also knows more and is therefore able to search for information in material form that an external viewer may not even know of. Naturally the organizational position of an inside researcher influences the amount of research material available. Maybe the optimal setting is when researchers study a topic they have been responsible for and thus know well, and can access all the relevant data.

Naturally an embedded researcher needs to deal with the dilemma of material sensitivity and secrecy in a special way. Outsiders usually deal with materials they are given access to, whereas an insider might have the opportunity to study confidential material withheld from external scrutiny. This raises the issue of business and research ethics. In summary, an inside researcher may be of exceptional value to a research project while being able

to recognize additional information sources that are potentially relevant to the research outcomes, and while being able to access additional useful material. The access to material form information is broadest when researchers focus their activities on their own area of responsibility at work.

The purpose of my PhD (Säntti 2001) was to study how cultures meet and interact in a specific cross-border merger, and to suggest alternative courses of action and theoretical perspectives. The dissertation investigated culture-focused discussions within the case organization—those discourses constructing social realities within the organization. The material analyzed included various individual and collective statements made by the senior management and other corporate actors, and the material was in different forms—speeches, texts, comments made in culture-focused seminars, reports, statistics, internal newspaper articles and so on.

An inside researcher is (or can be) far better informed of existing information sources. Such an embedded researcher may know a lot more than someone looking at the setting from the outside. As an example, let us look at language policy construction. An inside actor may know that there were five different versions of a policy preceding the final official version. Being able to analyze the chain of development may open up different interpretations compared to looking at the final version alone. An outside researcher will probably get access to only one version of the policy and have no access to the questions and comments that emerged during the preparatory process. Such a setting was discussed in Kangasharju, Piekkari, and Säntti (2010).

There are several examples of differences between embedded and external researcher viewpoints. External researchers may more easily fall in the trap of only partially analyzing relevant materials, because they are not conscious of the bigger picture. Such a setting emerged in an analysis of organizational brand building. The analysis could be expected to be accurate as far as it goes, but it missed a significant part of the social reality of the organization. In this case the corporate brand building and corporate culture construction were two interconnected parts of corporate management, and were the responsibility of different functions of the organization; HR and Communications. Not knowing the complete setting may lead to partial and even misleading interpretations. Such situations could be avoided if and when research topics are addressed by a team of embedded and external researchers. Shared activities with Janne have been most valuable in this regard.

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5.2 CROSS-SOCIETAL COMPARISON OF GENDER AND SOCIO-ECONOMIC SUBTEXT: UNRAVELLING UNIVERSALISTIC MYTHS ABOUT GENDERING OF ORGANIZATIONS

By Sigrid Quack and Hildegard Theobald³

First things first: Happy Birthday, Janne!

“Big birthdays” are a welcome opportunity to look back and revisit earlier work in the light of contemporary debates. In this paper, we will take a look at contemporary debates on gendered organizations and discuss what cross-societal comparisons of variability and changeability, as elaborated in our joint article from 2002 (Tienari et al., 2002), can contribute to a future research agenda on gender, class and ethnic (in)equality in organizations.

Research on the gendering of organizations has been motivated by the search for explanations of the persistence and change of gender inequalities across societies. In this context, Joan Acker’s (1990) concept of a gendered substructure has been a prominent reference point. It refers to “often-invisible processes in the ordinary lives of organizations in which gendered assumptions about women and men, femininity and masculinity, are embedded and reproduced, and gender inequalities perpetuated” (Acker, 2012: 215). The gendered substructure is produced and reproduced through organizational processes, culture, interactions on the jobs, and gendered identities. One important element of the substructure is the gendered subtext, defined as those parts of the substructure that are “texts, explicit or implicit, written or just common practice, that shape the gendered processes and structures” (Acker, 2012: 217). Another important element is the notion of the gender neutral, abstract worker “implicitly built on the image of a gender neutral, abstract worker who has no body and no obligations outside the work place: this worker is unencumbered” (Acker, 2012: 218). Acker’s (1990) concept of a gendered substructure has been influential in guiding empirical research on gendered organizational, cultural, interactional, and identity processes (for reviews see Bendl, 2008; Benschop and Doorewaard, 2012).

In light of more recent feminist and queer theorizing, however, it has been argued that the concept of gender subtext should be revised and expanded in at least in two ways. First, debates on the intersectionality of multiple inequalities are highly relevant for organizational research and call for a more differentiated analysis of organizational, cultural, interactional, and identity processes. Therefore, Benschop and Doorewaard (2012) propose a new notion

³ The baby that was once with us when we met Janne to discuss our research in Finland is now a young adult and corrected this paper. Thank you Nephele!

of “gender^{plus} subtext” in which gender is an important, but not the only aspect, and class and ethnicity are also taken into account. Second, queer theorists have pointed to the all too simplistic binary conception of gender that contrasts “female” and “male” while ignoring other genders. Accordingly, organizational research should move beyond heteronormative gender dichotomies to examine how organizational substructures contribute to inequalities between people with multiple LGBT gender identities (Bendl, 2008).

Furthermore, Benschop and colleagues (2012: 1) observed that despite a growing body of research on gendering of organizations, very little is still known “about how to ensure sustainable change” in favor of gender, class, and ethnic equality in organizations. The authors discuss four possible reasons: The first is discursive ambiguity in the organizational literature itself about what constitutes a change towards “gender equality.” The second is that fairness, equality, and inclusion are not only a matter of gender, but also of class and ethnicity, and possibly even more dimensions. Thus, there is need for research to integrate insights from theorizing on intersectionality. Third, the authors argue that more attention should be paid to social context and the situatedness of change. “Change initiatives in organizations may take different forms and shapes within the ‘same’ industries and occupations in different nation-states and local settings” (Benschop et al., 2012: 3). Combining these three challenges might help to resolve the forth problem, which, according to the authors, consists of an all too simplistic conceptualization of change in gendered substructures of organizations. Empirical studies should distinguish more carefully between processes which disrupt existing gender norms and expectations in organizations and others that might lead to their persistence or generate new ones (Benschop et al., 2012: 4).

We agree that research has tended to focus on processes that reproduce gender inequality rather on their variety and (often incremental) changeability. In particular, the societal environment of organizations has often not received the scholarly attention it deserves. Gender inequalities are often traced back to the separation of production and reproduction, public and private sphere, as perpetuating hierarchical gender relations. Yet, what is considered as part of the public and private sphere varies considerably between welfare states across the OECD countries, as do national employment and care models (Pfau-Effinger, 1993; Bettio and Plantenga, 2004; Simonazzi, 2009). In addition, family policies, educational background and employment patterns interact in significant ways (Grunow et al., 2011). Surprisingly little research has tackled how welfare state policies in areas of child and elderly care intersect with gendered substructures in organizations, and how changes in these policies have an effect on gender, class, and ethnic inequalities in organizations.

In sum, these arguments call for more cross-societal comparison in research on gendered organizations. In order to illustrate the possible benefits of such a research perspective, in the following sections we will briefly compare the findings of our joint research with Janne on organizational reforms in Finnish and German banks with results of Theobald and colleagues' (2013) research on changes in Swedish and German eldercare organizations. In both studies, the comparison between organizations located in countries with contrasting (universal versus Bismarckian) welfare states is helpful to highlight how institutional and cultural expectations about the division between public and private penetrate the gender substructure of organizations. In the second case study on eldercare, we also extend the original framework to a combined analysis of gender and socio-economic substructures in organizations and raise questions whether the abstract ideal worker is still necessarily build on masculine imagery.

ORGANIZATIONAL REFORMS AND GENDER SUBTEXT IN FINNISH AND GERMAN BANKS

In our work with Janne we analyzed how organizational reforms in banks impacted the underlying gendered notions of organizing responsibilities and work in lower middle management positions of branch managers (Tienari et al., 2002). At the time of our study, the proportion of women employed in the traditionally male-dominated banking sector was rising in many European countries and critical questions were being raised regarding why the increase in qualified female employees was not translating into more women being promoted to become bank managers (Quack, 1997; Quack and Hancké, 1999). Simultaneously, globalization and economic restructuring led banks to implement radical organizational reform programs with open-ended outcomes for the gender composition of their leadership. The confluence of more long-term changes in the gender composition of bank employees and radical organizational reforms offered the opportunity for critical case studies of gendered organizational subtext in a situation of flux. Rather than taking gender subtext as a constant, we were interested in how it changes over time.

We argued that gender subtext is something that evolves over time and is by no way static, and that the pathways along which organizational gender subtexts evolves in times of organizational reform cannot be understood without taking into account the existing gender orders in their broader societal context. Here we drew on comparative welfare state and gender literature, which argues that the divide between the public and private sphere is one important dimension of societal gender orders (Connell, 1987) that penetrates organizations and shapes the gender subtext in organizations in manifold ways. The comparison of organizational reforms in Finnish and German banks provided a unique opportunity to explore their impact on the gendered subtext

of organization in contrasting societal contexts: Finland was considered a prime example of a universalistic welfare state that provides early child care and education throughout the entire country and thereby fosters a double earner and full-time employment model for women and men. In contrast, Germany exemplified (at the time of the study) a conservative welfare state in which care for small children was primarily the responsibility of families, and where family and fiscal policies favored a modernized male breadwinner model (Esping-Andersen, 1990; Pfau-Effinger, 1993; Bettio and Plantenga, 2004).

By envisaging cross-societal variability and intra-organizational changes in gender subtext, we critically engaged with a tendency in the literature that sought to demonstrate the preponderance of often-concealed, power-based gendering processes as a universal phenomenon rather than investigating the sources of its diversity and mutability. Building on and elaborating further previous work by Acker (1992) and Benschop and Doorewaard (1998 a, b), we emphasized “that gendered notions with regard to qualifications, work-orientation and care responsibilities are not fixed. ... There is an element of potential transition in gender distinctions and relations, then, particularly when organizational life becomes the subject of reforming. Such transition, however, finds its constitution in the particular societal context in which the organization – and organizational reforming – is embedded.” (Tienari et al., 2002: 254).

Our empirical research revealed that gendered notions of qualifications, availability, and work orientation attached to branch management positions changed in distinctive ways in Finland and Germany and that these differences could be explained by distinctive features of their surrounding societal gender orders. In the course of the organizational reforms undertaken by the Finnish case study bank, branch management transformed from a male to a female imagery, with underlying notions that women were better at “taking care” of staff and retail customers in different times of sectoral crisis. In the German case study bank, the notion of an abstract ideal worker was transformed into gender-ambiguous imagery that tolerated women in branch management for a transitory period until they had children. Interestingly, gendered discourses and practices throughout the reform differed considerably between the Finnish and German banks studied for our research. At the time, we concluded that “*while, in Germany, the question of availability is the key determinant of the gendered ‘ideal worker’, in Finland gendered practices and discourses related to qualifications dominate*” (Tienari et al., 2002: 274, emphasis in original). Furthermore, while the German bank was characterized by a relative monolithic set of masculine assumptions regarding the availability and work-orientation of management in general, which were justified by claims that women lacked the required qualifications, the Finnish case bank was moving towards a more varied set of gendered subtexts for different types of

management positions, ranging from the increasingly feminine imagery of the branch manager as “carer” to more masculine subtexts in business banking and higher management.

Tracking over time the development of *Leitbilder*, rules and practices as three different, but intersecting dimensions of organizational change and reproduction, we showed that in the Finnish bank top-down and bottom-up processes mutually reinforced the redefinition of the gender subtext in branch management from male to feminine assumptions. In the German case study bank, in contrast, societal models of the male breadwinner family and of small children being taken care of best by their mothers were so prominent among top managers as well as potential female applicants for branch management, that despite some young women displaying success in branch management and thereby changing practices and expectations at the micro level, none of these changes trickled up into the organization’s rules, routines or even into the organizations reform goals and *Leitbilder* (Quack et al., 2004).

In sum, our study highlighted the “contradictory dynamics by which gender distinctions and relations evolve and become redefined in organizations” (Tienari et al. 2002: 274) and called for a research agenda that focuses on cross-societal and longitudinal variety in gendered organizing. However, looking back, it also remained wedged in prevailing binary conceptions of gender (for a critique see Bendl, 2008) and did not pay attention to interdependencies between gender, class or ethnicity – categories, which have attracted much attention in current debates on intersectionality. Benschop and Doorewaard (2012: 225), for example, have recently called for a revisited notion of “gender^{plus} subtext” to take the interference of multiple inequalities in organizations into account. We believe that both criticisms are well-founded and open up avenues for new directions in research. Yet, from our vantage point, future research on queering, i.e. attempts to politicize binary notions of gender in organizational reality and discourse (Bendl, 2008: S61), as well as on intersecting dimensions of gender, class, and ethnicity in organizational and societal inequality, will benefit from pursuing a comparative research agenda, in terms of both its cross-societal and its longitudinal dimension. In the following section, we will illustrate the additional insights of such an approach, drawing on recent research of one of the authors on changing gender and socio-economic subtext in organizations of the Swedish and German eldercare sector (Theobald et al., 2013). Being well-aware that class is a rather contested concept, we limit our analysis in this paper to differences in socio-economic status as indicated by occupational qualification levels as a rather rough approximation. Occupational qualification levels can be regarded as one of three central elements – besides occupational positions and wages - of a socio-economically-oriented class concept.

5.3 MERKILLINEN MERKITYS?

By Marja-Liisa Kuronen

”Merkitystä ei ole sillä, mitä sanot, vaan sillä, miten se tulkitaan.” Kun tähän vanhaan sanontaan lisätään vielä diskursiivinen ja retorinen näkökulma, tutkimusasetelma on valmis: merkitystä on myös sillä, miten sanot, kenelle ja missä. Kielen ja todellisuuden suhde erilaisissa kielenkäyttötilanteissa kiinnostaa. Taustatiedot ja -oletukset organisaatioissa toimivien valinnoista ohjaavat merkitysentutkijaa, kuten Sinua ja minua.

MERKITYKSEN JÄLJILLÄ

Sinä ja Eero saitte minut vuosituhaten vaihteessa innostumaan retorisesta ja diskursiivisesta tutkimuksesta organisaatiotutkimuksen alueella. Suoritin kanssanne ja ohjauksessanne, virallisen tohtorikoulutuksen rinnalla, ”varjotohtoriopintoja” aiheena tutkimustulosten raportointi. Saimme, kiitos teidän panoksenne ja apunne, julkaistuksi pari yhteisartikkeliäkin. Jo tuolloin minulle selvisi, että tulkitsevan tutkimuksen tekeminen on hyvin vaikeaa: miten todistat, että tulkintasi eivät ole subjektiivisia vaan useammankin tutkijan löydettävissä olevia? Tätä tuskaa tunnen yhä kirjoittaessani artikkeleita. Kaiken keskiössä on siis uskottava argumentaatio.

Jokainen julkaisu, vaatimatonkin, on osoitus siitä, että olemme tutkijoina *onnistuneet*, vaikka emme välttämättä *menestyneet*. Menestymiseen näet vaaditaan useampia näyttöjä onnistumisesta, ja tässä mielessä sinä, Janne, idolini, olet todellinen menestyjä. Täydennän käsiteparia *onnistuminen – menestys* käsitteellä *onnellisuus*. Siteeraan johdon konsulttia, Hannu Pirilää; konsultointi on merkitysten tulkinnan lisäksi aihealue, joka kiinnostaa Sinua ja minua tutkimuksessa, opetuksessa ja arjen työssäkin. Pirilä pohtii onnellisuutta moniin määritelmiin tukeutuen todeten, että menestyksen yleinen määritelmä on tavoitteiden onnistunut saavuttaminen. Pirilä jatkaa:

”Mutta se mikä nostaa menestyksemme ja onnellisuutemme aivan uusiin lukemiin, on nimenomaan se, että tavoitteet, joiden eteen työskentelemme, ovat meille itsellemme arvokkaita.” Epätieteellisenä päätelmänä oletan, että todellisen menestymisen avain, myös Sinun tapauksessasi, on juuri tuossa: työhön liittyvä tavoite on yhtä itselle arvokkaan tavoitteen kanssa.

MERKITYS JA TULKINTA

Aristoteles määritteli käytännöllisen filosofian käsittävän kolme osa-aluetta, joista yksi on estetiikka (retoriikka ja poetiikka). Koska jo kuuluisa filosofi kytki retoriikan ja runouden opit toisiinsa, saan hyvän aasinsillan laajentaa puheenvuoroani merkityksistä runouteen.

Teksteissä, puheessa ja toiminnassa tuotetaan tulkintapotentialiaa, ei valmiita merkityksiä. Runot ovat ihastuttava tekstilaji siinä mielessä, että ei tarvitse perustella tulkintaansa. Ja on aivan sama – ellei toivottavaa – jos lukija päätyy eri tulkintaan kuin runoilija tai toiset lukijat. Runot ovat aina kiehtoneetkin minua juuri siksi, että niiden merkitys on avoin: voimme vain aavistaa, mitä runoilija tai ajattelija, kuten Mirkka Rekola, on ajatellut kirjoittaessaan säkeensä. Olennaista on, että en tiedäkään, koska minä itse annan tulkinnan lukemalleni, omista taustoistani, ja tässä tapauksessa minun ja Sinun yhteistyöstä ja ystävydestä käsin.

Valitsin Sinulle, päivänsankarille, muutaman Rekolan runon. Saat antaa runoille tulkintasi, eikä tarvitse pohtia liiemmin minun perustelujani valinnalle. Sinun tulkintasi on oikea, Sinulle.

LUOTO

Hitaasti vedenrajan ylle nousen
ja etsin katseellani rantaa, jolle
tullessa luulen
aallot työntää voisin.

SAALIS

Etäältä alta taivaan hyökyaalto
vastaani nousee, lähestyy ja iskee.

Sotkuista verkkoa en ymmärtänyt.
Kalanhajuun lisäsin vain kalan.

Puuttomaan pintaan tuulet eivät tartu.
Rantana vastaan vastarannoistani.

Nyt nähdä alan
kenellä suomut on kenellä evät.
Kaikki verkonsilmät kalasta kiistelevät.

Parasta mitä muistan
oli käydä ostamassa
muistivihkoja,
kova- ja vahakantisia,
taskuunsopivia,
kirjoittaa
parasta mitä muistan.

Kannustuksesta, arvostuksesta ja ystävydestä kiittäen sekä onnea ja menestystä toivottaen

References:

Rekola, Mirkka 2009. Virran molemmin puolin. Runot 1954 – 2004. WSOY, Helsinki.

5.4 TOIVOTON GLOBALISAATIO?

By Jukka Mäkinen

Janne Tienari on kansainvälisesti arvostettu globaalin talouden johtamisen sekä kielen tutkija. Hänen laajasta tuotannostaan löytyy myös töitä, jotka ruotivat kotimaista talouskeskustelua usein vielä hyvin käytännönläheisesti. Seuraavassa yksi esimerkiksi näistä tutkimuksista. Tarkastelen hänen yhä ajankohtaista ja väkevää analyysia, joka arvioi suomalaista keskustelua globaalin talouden luonteesta. Tienarin teos on nimeltään ”Siltoja kuilun yli: Globaali talous ja uusi suomalainen johtaminen”. Kirja on julkaistu vuonna 2008 ja sen julkaisija on Osuuskunta Toivo.

Nähdäkseni kyseinen kirja ei ole saanut riittävästi huomiota kotimaisessa globalisaatiokeskustelussa. Teoksen ilmestymisestä on toki jo aikaa, mutta se sisältää analyysiä monesta ajankohtaisesta globaalin talouden teemasta. On avartavaa nähdä kuinka aiheesta puhuttiin vajaat kymmenen vuotta sitten ja mikä on muuttunut ja mikä ei. Lisäksi Tienari on koonnut kiinnostavan media-aineiston, jonka pohjalta hän rakentaa huolellisesti argumenttinsa ja analyysinsä. ”Siltoja kuilun yli” ei ole mielipidekirjoitus eikä pamfletti, vaan tasokas tutkimus.

Tienari esittää teoksessaan, että globaalia taloutta koskeva suomalainen mediakeskustelu on kaksinapaistunut. ”Keskustelussa” on kaksi osapuolta ja suhteellisen vähän vuoropuhelua ja toisen osapuolen kuuntelua.

Yhtäällä on intoilijoiden porukka, jolle globalisaatio on kilpailukyvyyn, innovaatioiden ja huippuosaamisen tarina. Tästä näkökulmasta katsottuna globalisaation puristuksessa ei valittaminen auta. Sen sijaan Kiannon nälkämaan hengessä ”on uudesta luotava maa”.

Toisaalla on tuskailijoiden joukko, joille globalisaatio avaa tarinan ”murheellisten laulujen maasta”, sen suljetuista tehtaista, irtisanotuista ihmisistä ja kyykkyyen lannistetuista köyhistä. ”Einari Epätoivosta ne kertovat”.

Tienarin teoksen ehkä kiinnostavin toivon tematiikkaan liittyvä siirto on marssittaa tässä kohdin paikalle sillanrakentajat. Näitä sillanrakentajia tarvittaisiin, jotta globalisaatiokeskusteluun syntyneen kuilun yli voisi edes huutaa saati sitten keskustella sivistyneesti. Globalisaatiokirjallisuus ei aina lähesty aihettaan näin rakentavassa ja sovinnonhakuisessa hengessä. Myöskään liikkeenjohdon arkipäivän ymmärtäminen ja ratkaisujen hakeminen tältä suunnalta ei ole ihan tyypillinen tarina.

Tienarille toivoa globaalissa taloudessa edustaa ryhmä ihmisiä, joille “puun ja kuoren välissä” työskenteleminen on tuttua. Hänen mukaansa yksityisen ja julkisen sektorin johtajien arkipäivää on juuri painiminen eri globalisaatioon liittyvien voimien ristipaineessa ja puristuksessa. Tältä ihmisjoukolta sillanrakennus voisi siten onnistua kunhan globaali johtaminen saadaan pohjautumaan suomalaisten kulttuurisille vahvuuksille. Tienari esittää tässä kirjansa osassa koko joukon tärkeitä näkökulmia. Hänelle tasa-arvo on kuitenkin selkeästi keskeisin suomalaiseen johtamiseen liittyvä sillanrakennustyön elementti. Uudistumiskykyä ja luovuutta ei ole myöskään syytä unohtaa.

Tienarin näkökulmasta suomalainen johtaminen oikein ymmärrettynä voisi siis olla se kaivattu sovintoratkaisu globalisaation luomiin yhteiskunnallisiin jännitteisiin. Kun meitä johdetaan oikein, kykenemme menemään globalisaation kuilun yli heittämällä. Kiinnostava ja samalla hyvin suomalainen konsensushakuinen ratkaisuehdotus.

Kriitikko valpastuu ja kysyy, miksi globaalisaatiota koskevien näkökulmien moninaisuuden lisääminen ei olisi parempi ratkaisu. Voisihan ajatella että kaksinaipainen keskustelu globalisaatiosta on vähän köyhä pohja konsensukselle. Edistystä olisi, että kantoja ja näkemyksiä olisi lukuisia ja vasta sitten on syytä pohtia onko tarvetta sopimiselle. Toisaalta voisi myös kysyä, miksi globalisaatiokeskustelun jännitteitä ei voisi vain hyväksyä. Ehkä tiukka vastakkainasettelu pitää politiikan hengissä, vaikka ei se nyt niin rakentavaa aina ole.

Lisäksi voisi myös ehdottaa itse globalisaatiota koskevan käsityksen purkamista, jonka sekä intoilijat että tuskailijat näyttävät jakavan. Tienarin kirjan pohjalta saa nimittäin sen käsityksen, että Suomessa globalisaatiokeskustelijat jakavat laajasti käsityksen varsin pitkälle edistyneestä globalisaatiosta. Tästä konsensuksesta näyttävät kumpuavan sekä into että tuska. Ehkä Tienarin kirjan lukeminen vajaan kymmenen vuoden tauon jälkeen auttaakin lukijaa näkemään myös tämän kotimaisen globalisaatiopuheen piirteen. Suomessa uskotaan yksissä tuumin melko vahvaan globalisaation etenemiseen ja syvenemiseen.

On toki mahdollista, että tämä usko globalisaation voittokulkuun ja nopeaan etenemiseen voi käydä maallemme vielä kalliiksi. Tähän liittyen lukija pysähtyykin usein miettimään, että missä ovat tässä vajaan kymmenen vuoden takaisessa keskustelussa naapurimme Venäjä, uusi geopolitiikka, globaalin kapitalismin haavoittuvuus, finanssikriisi ja sen eskaloituminen, nouseva valtiovallan rooli ja kasvava muukalaisviha jne. Teoksen kirjoittaja nostaa kylläkin näitä teemoja kiinnostavasti esille ja tarjoaa samalla jokaiselle globalisaatiosta kiinnostuneelle aitoja toivon näkökulmia. On myös

suhteellisen raikasta ja radikaalia ehdottaa, että parrasvalojen loisteen ulkopuolella toimiva liikkeenjohto on globaali toivomme.

5.5 KUINKA KANSAKUNTA VALMENNETAAN MENESTYKSEEN?

By Mika Pantzar

Johtamisen metaforat muuttuvat. Muutama vuosikymmen sitten kasinotalouden loiston aikana liikkeenjohdon kielikuvat nousivat sodankäynnistä: sissitaktiikkaa, myrkkypillereitä ja vihamielisiä valtauksia. Sotajoukkoja johdettiin kurilla, taistelukentät valittiin huolella, hyökkäysoperaatiot toteutettiin jämäkästi ja strategisen iskun edut luotiin vihollista hämäämällä ja petkuttamalla. Nykypäivän huippujohtajalta vaaditaan huippu-urheilijan, Jannen sanoin ”ajokoiran”, ominaisuuksia. Urheutta ja johtajuutta osoitetaan aktiivisella, analyyttisellä ja yhteistyöhaluisella peliasenteella.

Janne Tienari tunnetaan ajokoirana, joka osaa leikitellä sanoilla. Yhteinen hankkeemme Zorro-johtamisesta odottaa jatkoa. Susanin ja Jannen tuore kirja Etsitään Ajokoiraa edustaa hyvin tällaista leikkisää asennetta vakavaan työhön: Mailaa puristamalla ei synny tiedettä eikä sillä nosteta kansakuntaa kriisitietoisuuden suosta. Seuraavassa kerrotaan, mitä tapahtui kun nuorten maailmanmestaruuden voittaneen joukkueen valmentajaa pyydettiin puhumaan kolmen S:n hallituksen iltakouluun:

”Suomen talous nousee antamalla pelitilaa osaajille, sijoittamalla osaamiseen, luottamalla joukkueeseen, ja ennen kaikkea roolittamalla oikein; neloskenttä on yhtä tärkeä kuin ykkös kenttä”, Jukka Jalonen aloitti esityksensä hallituksen iltakoulussa ja jatkoi: ”Mailan puristaminen ei tuota muuta kuin tuskaa; rentous ei ole asennekysymys vaan kurinalaisen harjoittelun eli investointien tulos. Nämä opit pätevät yhtälailla yrittäjiin, työntekijöihinkin kuin talouspolitiikan päätöksentekijöihin. Pelitilanteessa sanktioilla uhkaaminen johtaa siihen, että kukaan ei uskalla pitää kiekkoa ja ottaa vastuuta. Myös kritiikille, epätäydellisyydelle ja virheille pitää antaa mahdollisuus”.

Sosiaalinen media tulvi nuorten maailmanmestaruuden jälkeen viestejä, joiden mukaan Suomi tarvitsisi nyt voittaja-asennetta. Kriisitietoisuudessa kylpevään talouteen pitää saada puljujärveläistä rentoutta, ahomaista peliälyä ja laineen laukaisuvoimaa. Voitonjuhlissa jäi näkemättä kaikkein oleellisin eli vuosikausien kurinalainen harjoittelu:

”Jessen, Sebastianin ja Patrikin pelirohkeus oli seurausta oikein tehdyistä asioista, tuhansista harjoittelutunneista, toistoista,

vanhempien ja seurojen pyyteettömästä työstä nuorten lahjakkuuksien esiin kaivamisessa ja motivoimisessa”.

Suomi on erinomainen maa, totesi kahden miljoonan lukijan The Hockey News artikkelissaan Miksi Suomesta on tullut maailman paras jääkiekkomaa. Suomessa on intohimoa: maailman parhaita eukonkantajia, suojalkapalloilijoita ja saappaanheittäjiä. Lehti kertoo Suomen sijoittuvan tärkeämmissäkin lajeissa maailman eliittiin. Koululaisten osaamisessa, tasa-arvossa, ympäristön arvostamisessa, onnellisuudessa tai vaikkapa teknisessä edelläkävijyydessä Suomi on maailmanmestaruusluokkaa. Pohjatyo on siis kunnossa.

Suomi on täynnä ihmisiä, jotka eivät toimi lopputuloksia ajattelemalla vaan pikemminkin itse toiminnan motivoimana. Hallituksen iltakoulun lopuksi Jalonen esittää niin jääkiekon kuin talouskilpailun kannalta tärkeän kysymyksen:

”Minkälaisen arvon annamme taloudessa nelosketjun pelaajille? Ilman nelosketjua ei ole ykkösketjua, joka saa keskittyä maalien tekoon. Mikä on huoltajien, hierojien ja valmentajien rooli, entäpä mielialan? Muistammeko juhlan hetkellä vaatteita peseviä aiteja tai kuskeina toimivia isiä.”

Viime vuosina on korostunut ajattelu, jonka mukaan tulevaisuuden Suomi jakautuu melkein pä luonnonlain tavoin menestyjiin eli maalintekijöihin ja helposti syrjäytyviin vähemmän lahjakkaisiin. Ennen uskottiin, että kouluttamalla kenestä tahansa voi tulla tärkeä osa yhteiskuntaa. Opetusta ja sivistystä väheksyvässä poliittisessa keskustelussa talouden roolitus ja työnjako nähdään ikään kuin kivettyneenä.

”Tärkein maailmanmestaruuden opetus ei ole se, kuinka rennolla ja pelottomalla asenteella saavutetaan tuloksia. Opetus liittyy enemmän siihen, kuinka paljon työtä tarvitaan, että löydetään työnjako, jossa jokaisella on oma tärkeä roolinsa. Valmentajan ei pelitilanteessa enää tarvitse pakottaa eikä tilannetta tarvitse jännittää. Joukkuepeli kehittyy pelaamalla. Jokaisessa joukkueessa tarvitaan puolustajia ja hyökkääjiä”.

Miten tämän opin voisi kääntää Suomen talouden uudeksi nousukaudeksi? Mitä sanoo Janne?

5.6 ON JANNE, A THANK YOU NOTE

By Rebecca Lund

It is a little difficult to know exactly where to start. There is so much to be said. Janne was my PhD supervisor from September 2010 to August 2015. Not only have I been inspired by his critical writings and publications on critical discourse analysis, the exploration of power and gendered practices – but also by his ability to collaborate broadly, teach, and supervise, and thereby help me and others navigate the world of academia. That world is a complex and sometimes rather merciless one, and Janne appreciates this complexity and keeps calm when others, including myself, fail to do so.

My own PhD was an institutional ethnography of the gendered social construction of the ‘ideal academic,’ the gendered boasting culture and discourses of affect and love, and how these make up a social organization of inequality in neoliberal academia.

When thinking about Janne’s body of work in relation to my research, two endeavors immediately came to mind: firstly, Janne’s work on masculinity and masculinity discourses and secondly, his more recent work on critical higher education studies. These played important roles in developing a theoretical and analytical framework for my doctoral thesis and continue to do so in my present thinking. I shall take up two examples.

Firstly, in *Becoming an International Man: Top Manager Masculinities in the making of a Multinational Corporation* from 2010, the empirical work of Janne and his colleagues on Nordic multinationals introduced me to the masculinity theorizing of Raewyn Connell. Janne illustrated how hegemonic global / geocentric corporate masculinity discourses are taken up, negotiated, and resisted in specific local (and national) settings. This helped me coin and frame dominant notions of the ‘ideal academic’ made actionable through a global masculinity discourse that had previously been confined to the corporate world, but now, due to the changing role and organization of universities in the global knowledge economy, had increasingly established a presence in academia, taking particular shapes and forms in Finland and the sites of my ethnographic explorations.

The other piece of work that made a real difference to me was *Hegemonic Academic Practices: Experiences of Publishing from the Periphery* from 2008. In this article Janne and close colleagues of his explored how review practices in top (Anglo-American) journals reproduce global core-periphery relations. In my PhD I was deeply engaged in understanding how the ideal academic had to be an ideal knowledge producer in accordance with the epistemic standards

set by top journals and aware of the gendered dimensions therein. This article explicated how academics from the so-called global periphery, such as Finland, had to justify the relevance of their data (and do so in English, which would often be a second or third language). This resulted in a reproduction of their position in the margins, as well as a reproduction of the hegemonic understandings of academic quality and relevance. This inspired me to explore hegemonic language orders, Nordic post-colonialism and much more in relation to my ethnographic explorations of boasting and publication practices.

Beyond this I have had the pleasure of working together with Janne on a couple of book chapters as well as in teaching, and I have learned a lot from those processes. I still, on a more or less daily basis, hear his voice in my head saying: “those sentences are too long... give the reader time to breathe” or “you should be more proud of yourself.” During my PhD studies he would sometimes join me, my fellow PhD students, and other members of department for drinks (and cigarettes... I am not sure whether I should reveal this here?) and conversations on issues of a more personal character. I hope for and look forward to more collaboration, discussions, and laughs in the future. Great big congratulations on Janne's 50 years birthday: and hurrah for everything he has accomplished and will still accomplish in the future!

5.7 TERVEHDYS

By Pia Heilmann

”Arvioi elämäsi saamiesi hymyjen,
älä kyynelten perusteella.
Laske ikäsi saamiesi ystävien,
älä vuosien perusteella.
Elämä ei koostu niistä päivistä,
jotka ovat menneet,
vaan niistä, jotka jäivät muistiin.”

Muistan monta iloista hetkeä, jotka sain jakaa kanssasi Lappeenrannan teknillisessä yliopistossa. Kiitos hauskoista yhteistyön vuosista ja lämpimät onnittelut!



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